



Rehabilitating Records in the Land Registry:

PROGRESS REPORT

<p>A USAID-funded Project Contract # PCE-1-00-99-00007-00</p>

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The Missenden Group
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I am also grateful to Mr R Opiyo, Officer-in-Charge of Kampala Mailo Records, Ms J Kasirye, Leasehold and Freehold Registries, Ms R Nanyonjo, Mailo Registry, Ms L Ariso, Records and Information Technology Department, and Mr R Gaynor, SPEED Land Registration Consultant for their guidance and support. Finally, I would like to thank the legion of senior officials, their staff and others that contributed important insights. See Appendix A.

Special appreciation is extended to Mr P Broughton, Chief of Party, and Mr D Veal, Legal and Policy Advisor, for the USAID/SPEED project, and Mr R Ody and Ms H O'Rourke, Chemonics International, for facilitating the visit, which enabled me to bring this visit to a successful conclusion.

EXECUTIVE SUMMARY

This report covers work carried out by Ms Kimberly Barata of The Missenden Group both in London between 20-26 November 2001 and in Kampala, Uganda between 27 November and 13 December 2001 to support reform of the Land Registries. (paras 1 to 13)

The roles and responsibilities for participants in the Land Registry Records Rehabilitation Project were agreed during the last visit. During this visit the consultant and the Commissioner for Land Registration explained and agreed roles and responsibilities with Ms Kasirye, who has been designated the GoU Project Supervisor, and Ms Nanyonjo, who will assume the role of GoU Assistant Project Supervisor. (paras 14 to 16).

The consultant reviewed the work program included in the November 2001 report. Procurement is the main barrier to moving forward. At the time of writing this report, neither the SPEED project through Chemonics International, Inc. nor the Government of Uganda or Kampala City Council have begun their procurement. The work program included in Appendix B is provided to illustrate revised periods of time required to carry out the processing of the records. However, the lead-time required to begin rehabilitation cannot be accurately determined until procurement begins. (paras 17 to 20) Appendix D contains the finalized Commodities List and Procurement Schedules. (paras 34 to 36)

Performance measures were developed in consultation with the Commissioner for Land Registration and the SPEED Land Registration Consultant to:

- test the land title registries' ability to track the location of a file, and
- obtain the perception of staff working in or directly with the title registries of the ability of the registries to function efficiently, effectively and securely. (paras 21 to 33)

In the Mailo Registry useful benchmarking data was obtained. However, the results of the exercise to set the benchmarks for the Leasehold and Freehold Registries was not entirely satisfactory. (paras 23 to 26)

Kampala City Council has been very generous in providing additional space to house the records for the Kampala Land Office. A list of renovations is proposed which takes into account funding constraints. It is also recommended that a professional fire inspector be brought in to advise on the safety of the ceiling materials. (paras 37 to 39)

The Mailo, Leasehold and Freehold records strong rooms located in the Ministry of Water, Lands and the Environment Title Registry strong rooms require refurbishment. An initial program has been provided. Additional planning will be required and should include the Commissioner for Land Registration, the individual responsible for building maintenance and the contractor that will carry out the refurbishment work for the Ministry. (paras 40 to 46)

The shelving available in the Mailo strong rooms is inappropriate for storing files after the rehabilitation exercise is complete. Moreover, additional space may be required. The Ministry will be responsible for the safe keeping of Mailo records until the time of their transfer to Mpigi and Wakiso Districts. As a result, the Ministry will need to investigate whether the storage space and shelving will be sufficient and, if not, where alternative space and equipment could be obtained. (para 43)

The strong rooms for Leasehold and Freehold have similar problems. A decision will need to be taken by the Ministry as to whether more suitable shelving can be obtained or whether a carpenter can be hired to help reconfigure the shelving units and ensure that they are safely stacked where appropriate. Repairs will need to be made to the ceiling of the strong rooms. (paras 45 to 46)

None of the following preparation activities for the rehabilitation program have begun:

- procuring of equipment and supplies
- commissioning and testing of the database
- preparing the facility for processing the records
- cleaning and preparing the storage facilities
- delivering training.

This must be addressed as priority. (paras 47 to 51)

The consultant developed detailed revised procedures for the sorting, processing, rehabilitating and either transferring of the land records to the Kampala Land Office or returning to the Ministry Registries for temporary storage. It is recommended that the number of contract workers hired be doubled to allow simultaneous processing in both the Mailo Registry and the Leasehold and Freehold Registries. The aim is to allow the Kampala Land Office to open as soon as possible. One area of concern is the management of the complex moving of shelving and records from one room to another. This will require extremely close supervision. (paras 52 to 58)

The consultant developed a plan for the transfer of files to Kampala land Office. It is assumed that the space provided in the Mailo strong rooms and Leasehold and Freehold strong rooms will be adequate to store boxes until their transfer. The Commissioner for Land Registration will need to consider alternatives should the need arise. (paras 59 to 66)

The file cover design was revised and agreed with the Commissioner for Land Registration and the registry supervisors. (para 67) See Appendix G.

The consultant worked with the TRIM consultants from Computerland (U) Ltd to refine the specification for the TRIM index database's functionality. No work will begin on customizing the database until Computerland (U) Ltd receives authorization from SPEED. (paras 68 to 71)

There remain a number of issues that need to be resolved to enable continued implementation of the project. These include:

- The Consultant should meet with the staff assigned to the project to explain the aim of the project. The GoU Project Manager, Deputy Project Manager, Supervisor and Assistant Supervisor should be present at this meeting.
- It is recommended that the consultant hold a short awareness raising meeting for all land title registration staff to explain clearly what the project aims to achieve and why only select members of staff were chosen to participate and receive training for this component.

- Additional efforts should be made to inform the public that the Land Titles Registries are undergoing renovation and that the outcome will be of great benefit to them in the form of improved quality of service. Such a campaign should include radio broadcasts, notices in the newspapers and posters placed in the registries.
- SPEED will need to assign responsibility for tracking procurement by Chemonics International, as well as procurement of goods and services by the Government and Kampala City Council, to ensure that the project can move forward in a timely fashion. (paras 75 to 84)

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SECTION ONE: INTRODUCTION

- 1 This progress report covers work carried out by Ms Kimberly Barata of The Missenden Group both in London between 20-26 November 2001 and in Kampala, Uganda between 27 November and 13 December 2001 to support reform of the Land Registries.

Background

- 2 The USAID-funded Support for Private Enterprise Expansion and Development (SPEED) project seeks to promote the development of a business-friendly environment in Uganda. It is doing so by supporting activities including the reform of the commercial justice system. As part of these activities, USAID through SPEED has agreed to support reform of the Land Title Registry.
- 3 The Land Registry supplies vital information that enables micro enterprises, small to medium enterprises (SMEs) and other business to conduct their business activities. Yet the Registry and much of its infrastructure require urgent rehabilitation. Current issues include difficult to locate or lost documents and files, lack of an index to the records, manual operations, inadequate storage facilities and equipment, severe deterioration of some records, inordinate waiting times for the retrieval of records and poor environmental controls for the records storage areas.
- 4 SPEED engaged the consultant to provide an evaluation, assessment and work plan for the rehabilitation (including refilling and indexing) and transfer of Kampala District land records from the central government land registry to the newly created Kampala District Land Office. The work program is attached as Appendix B.

The Task

- 5 SPEED requested technical assistance to implement a program of work to rehabilitate the land records and transfer those belonging to Kampala District to the Kampala District Land Office being established at Kampala City Hall.

Terms of Reference

Kimberly Barata, Records Management Consultant

- 6 The consultant will complete the following tasks:

Prior to arrival at the duty station in Kampala-

- complete a first draft of the *Land Records Management Registry Procedure Manual* for post-rehabilitation activities.

Upon arrival at the duty station in Kampala-

- test and revise preliminary procedure for the rehabilitation of records at the registry
 - draft training material targeted at contract workers and registry staff relating to the rehabilitation of registry files and records in consultation with the Ministry of Public Service and IT department
 - revise forms required to support rehabilitation process in light of results of testing process
 - develop performance measures as appropriate and in consultation with the Commissioner for Land Registration, the Ministry of Public Service and the land registry consultant
 - establish a program to develop baseline data on current efficiency of service
 - continue activities related to modification of file index software
 - revise draft land records management procedures manual on post rehabilitation activities in consultation with the Ministry of Public Service and IT department
 - follow-up on status of procurement and the physical preparation of the Kampala Land Office
 - revise work plan based on current status of progress
 - assist the legal and policy advisor to plan future activities.
- 7 The consultant will prepare a comprehensive report that includes discussion of the following:
- progress made with respect to the tasks set forth above
 - necessary changes to the work plan or the timing of activities
 - status of Project activities related to implementation of the work plans
 - necessary next steps for implementation of the work plan.

Methodology

- 8 The methodology included:
- a progress meeting with the Land Registry Working Group
 - interviews with central and local government officials
 - discussions with relevant local suppliers
 - testing the proposed methodology for rehabilitating the records in the leasehold and freehold registries and Mailo registry and discussing problems as they arose with registry staff and the Commissioner for Land Registration.

- 9 The data collected was analyzed, and the findings of the visit were discussed with the Director for Lands and Environment, the Commissioner for Land Registration, and SPEED officials.

Limitations of Study

- 10 The consultant agreed changes to the priority of some tasks scheduled to be completed during this visit with the SPEED Legal and Policy Advisor. As a result, the following task were not completed as part of this visit:
- drafting of the rehabilitation training materials. However, where possible, the consultant has expanded the recommendations for the training program as outlined in the November 2001 Inception Visit Report, and
 - revising further the Draft Records Management Procedures Manual.
- 11 Instead the consultant worked further with the Commissioner for Land Registration and his staff, in particular the Senior Assistant Records Officers in the Mailo and Leasehold and Freehold Registries, to explain and agree roles and responsibilities for the project's implementation, as they will affect clerical staff on the ground (see paras 15 to 16).
- 12 In addition, the consultant was able to agree performance measures with the Commissioner for Land Registration, as well as with the SPEED Land Registration Consultant and then obtain the data during this visit (see Appendix C).
- 13 The need to reprioritize tasks is attributed mainly to:
- the unavailability of the prototype TRIM indexing and file movement system because an order had not been placed with Computerland (U) Ltd. by SPEED/Chemonics International, and
 - the inability to schedule adequate time in advance to work with a member of the Ministry of Public Service's Records and Information Technology Department due to short notice and conflicts in scheduling. SPEED's Legal and Policy Advisor met with the Commissioner for Records and Information Technology to agree the terms of their involvement for the future.

SECTION TWO: PROGRESS REPORT

Project Roles and Responsibilities

- 14 The roles and responsibilities for participants in the Land Registry Records Rehabilitation Project were agreed during the last visit. See report submitted to SPEED/USAID by Kimberly Barata and Richard Gaynor dated November 2001.
- 15 The consultant, along with the Commissioner for Land Registration (GoU Project Manager) and the Officer-in-Charge for the Mailo Registry (GoU Deputy Project Manager), discussed in detail the roles and responsibilities for GOU Project Supervisors with Ms Jane Kasirye of the Freehold and Leasehold Registries and Ms Regina Nanyonjo of the Mailo Registry. It was agreed by the Land Registry Working Group that Ms Kasirye will be designated the GoU Project Supervisor and Ms Nanyonjo will assume the role of GoU Assistant Project Supervisor.
- 16 The consultant conducted follow-up discussions with both Ms Kasirye and Ms Nanyonjo to ensure that they understood fully their duties and responsibilities to the project and to review the duties and responsibilities of project team members that will report to them.

Project Implementation

Work Program

- 17 The consultant reviewed the work program included in the November 2001 report, and discussed future scopes of work with the SPEED Project Director.
- 18 Procurement is the main barrier to moving forward with the work program. At the time of writing this report, neither the SPEED project through Chemonics International, Inc. nor the Government of Uganda or Kampala City Council have begun their procurement. It is, therefore, recommended that no further scopes of work be discussed until procurement has begun and delivery dates for items such as the shelving, file covers, computers and indexing software can be given.
- 19 The work program included in Appendix B is provided to illustrate revised periods of time required to carry out the processing of the records. However, the lead time required to begin rehabilitation cannot be accurately determined until procurement begins.
- 20 See paragraphs # through # for a more detailed discussion of procurement. Appendix D contains the finalized Commodities List and Procurement Schedule.

Records Management Performance Measures

- 21 The Uganda Commercial Justice Reform Program carried out a *Uganda Commercial Justice Baseline Survey in November 2001*. The survey includes baseline data on businesses' perceptions of the land registry, as well as key statistics including:
- the average rate of filing per day
 - average number of new leases registered per day
 - average number of new freehold titles registered per day
 - average time taken to make a registration
 - average number of searches per day
 - average time taken to complete a search.
- 22 To supplement this study, records management performance measures were developed in consultation with the Commissioner for Land Registration and the SPEED Land Registration Consultant to:
- test the land title registries' ability to track the location of a file, and
 - obtain the perception of staff working in or directly with the title registries of the ability of the registries to function efficiently, effectively and securely.

See Appendix C for details of the results.

File Tracking

- 23 The Mailo Registry does not currently have the ability to track files. As a result, they were able to find the certificates and instruments that were located in the registry and the registry strong rooms, however they recorded that the file currently held in the Commissioner's office could not be found. The Mailo Registry completed the exercise to time and produced the requested certificates and instruments with the tracking sheet.
- 24 The performance of the Leasehold and Freehold Registries raises greater concern. In particular the data provided is not entirely reliable. Unlike the Mailo Registry, Leasehold and Freehold has a mechanism (i.e., a register) to track files when they leave the strong room. However, the results of this exercise reflect that either the register does not work well or that the exercise was not given adequate attention.
- 25 There are a number of reasons that could explain the unreliable results. However, it is the consultant's opinion that this might reflect a combination of apathy toward and/or misinformation or lack of information on part of the Leasehold and Freehold Registry staff about the project. The Mailo staff will be the primary beneficiaries of the project. They will be transferred to new facilities, equipped with new shelving and computers and so on. The conditions in the Leasehold and Freehold Registries are extremely poor. The consultant has recommended that the strong rooms be cleaned and painted and that the shelving be reconfigured as far as possible to maximize use of space. However, there has been no firm commitment by the Government that the

strong rooms will indeed be improved, nor has there has been any discussion of improving office space in which the staff work. As a result, it is not clear whether the Leasehold and Freehold staff see any benefit to them as a result of this program.

- 26 The subject of incentives for staff participating in the project also needs to be discussed and agreed between the SPEED project and the Government of Uganda and Kampala City Council. Tied to this will need to be a strategy for dealing with staff who are not participating in the rehabilitation program, but work in the registries (e.g., the cashier and so on) and might resent some staff benefiting from the project while others do not.

Efficiency, Effectiveness and Security of Records

- 27 Staff, including the registrars, claim to be broadly satisfied with the general way in which records are kept. However, everyone surveyed agreed that security is a major problem. Disaster preparedness is also a key issue; few if any staff know how to handle an emergency.
- 28 The Registrars surveyed work mainly with Leasehold and Freehold records and seem satisfied with the tracking mechanisms in place. This seems to be at odds with the findings from the exercise to determine the location of files described above. It is also at odds with the survey carried out by the Commercial Justice Reform Program. Nonetheless, the Registrars responded that they usually receive the file they are seeking and can, for the most part, find the document they require in the file relatively easily.
- 29 Records staff felt that they were generally able to find files when they need them. However, the survey shows that files often leave the registries and that all staff surveyed felt that finding a file when it leaves the registry is sometimes difficult. This could be due to the fact that most staff acknowledged that a movement register exists, but that it is not always kept up-to-date. Moreover, when files are returned, most staff claimed that it can take up to a week for the file to be returned to the store room.
- 30 In adequate operational funds and understaffing were identified by all three Registrar's as the main problems with the current system. However, two out of the three surveyed felt the other issues listed were also key problems. These include:
- poor records keeping generally
 - lack of a consistent system to control files
 - inadequate space to store records
 - inadequate maintenance of the records storage rooms
 - inadequate security for safeguarding records
 - poor condition of records
 - lack of training of staff to carry out records keeping work.

- 31 The majority of records staff would seem to agree with the above¹, however, claim that they received good training in the following records keeping functions:
- Retrieving files
 - Replacing files
 - Taking a weekly file census.
- 32 Staff opinions on training in indexing records, opening new files, tracking files once they leave the store room, maintaining file order and retention of records ranged dramatically between good, adequate, not adequate, poor and indicating that no training was given at all. The consultant is concerned about the credibility of some of the survey responses, for example there is no index to either the Mailo or the Leasehold and Freehold records, yet half the staff indicated that the training in indexing was good to adequate.
- 33 The surveys will be repeated after the rehabilitation activities conclude and training has been given in basic records management procedures.

Commodities Procurement

- 34 The final revised commodities list and procurement schedule for materials required to rehabilitate the records and to establish the records storage facility at Kampala City Hall is in Appendix D. Although additional consumables may be required once the rehabilitation begins, it is unlikely that there will be any additions to key commodities such as shelving and file covers and so forth.
- 35 Additional equipment and materials required for the day-to-day operations of the Kampala Land Office were included in Appendix D of the November 2001 Inception Visit Report.
- 36 A second round table discussion and follow-up meetings were carried out regarding the financing of records rehabilitation activities. The outcome of these meetings is summarized in the progress report submitted to SPEED by Richard Gaynor, December 2001.

Preparation of Storage Areas

Kampala Land Office

- 37 The consultant met with the Senior Town Planner for City Council of Kampala to discuss plans for equipping the land records storage rooms. The City Council has been very generous in providing additional space to house the records.

¹ Although staff were not asked the same questions as the Registrar's, individual questions asked of staff would indicate their opinions on general failings of the system.

- 38 Bearing in mind funding constraints, it is recommended that the following renovations be undertaken by Kampala City Council to the proposed records storage rooms:
- Partition off the hallway to prevent members of the public and non-land registry staff from gaining access to the records storage rooms. Should the method of partitioning involve constructing a wall, it is advised that a door be provided at either end of the hallway to allow staff to exit should there be a fire or other emergency.
 - Additional window fans should be procured to increase air circulation in the records storage areas.
 - Bars on the windows should be checked to ensure that they are secure and that it is not possible for an individual standing outside the window to reach inside and take a file from the shelving positioned perpendicular to the windows.
 - The building has a problem with the lavatories flooding. The direction in which water flows should the ground floor lavatories flood should be checked and measures should be taken to direct water away from the records storage rooms should it flow that direction. Similar checks should be made of the lavatories located on the floor above to ensure that water would not drain into the records storage room located below.
 - Floor tiles should preferably be removed to allow only a level concrete floor. Should this prove to be prohibitively expensive, it is recommended that broken tiles be replaced to obtain a level floor surface.
 - Security Doors leading from rooms out onto the hallway should be checked for sturdiness.
 - The shelving units currently installed should be removed.
 - The rooms should be dusted and floors washed prior to installation of shelving.
 - If appropriate, walls should be painted.
- 39 It is also recommended that a professional fire inspector be brought in to advise on the safety of the ceiling materials. The Town Clerk indicated that a fire retardant had been sprayed on the ceiling, but was unable to provide technical details of the retardant. Clarification should be sought by SPEED. In addition, the consultant would like to place shelving in front of some of the doors leading onto the main hallway. The fire safety expert should also advise on whether this is allowed.

Ministry of Water, Lands and the Environment Title Registry Strong Rooms

- 40 The Mailo, Leasehold and Freehold records strong rooms located in the Ministry require refurbishment. This was discussed in previous reports and the issue was also raised at the second round table discussion held during this visit.

- 41 The consultant began to plan with the Commissioner for Land Registration how best to clear a strong room for refurbishment while the processing is being carried out and in such a way as to allow the day-to-day work of the registries to continue. An initial program has been indicated in the 'preparation' sections of the Rehabilitation Methodologies outlined in the following section. Additional planning will be required and should include the Commissioner for Land Registration, the individual responsible for building maintenance and the contractor that will carry out the refurbishment work for the Ministry.

Mailo Strong Rooms

- 42 The shelving available in the Mailo strong rooms is inappropriate for storing files after the rehabilitation exercise is complete. It is also unlikely that the space available in these two rooms will be sufficient once the Certificates and their instruments are brought together into a folder; the space required to store records under the new scheme will increase significantly.
- 43 It is understood that eventually Mpigi and Wakiso District will take custody of these records, however, the Ministry will be responsible for their safe keeping until the time of their transfer. As a result, the Ministry will need to investigate whether the storage space will be sufficient and, if not, where alternative space could be obtained. The storage space will need to be equipped with shelving that can accommodate foolscap size files on a shelf with the spine side down. Moreover, the strong rooms should be cleaned thoroughly, repairs made where appropriate to the ceiling and walls and the room painted.
- 44 The Mailo strong rooms are too small to carry out the processing. Therefore space will need to be provided in the main Mailo Registry room. There is some concern about the security of this room. In addition, a partition will need to be put up to separate the processing area from the main registry activities.

Leasehold and Freehold Strong Rooms

- 45 The strong rooms for Leasehold and Freehold have similar problems. Much of the shelving is constructed of wood, which is a fire hazard. Moreover, many shelving units are precariously balanced one on top of the other. A decision will need to be taken by the Ministry as to whether more suitable shelving can be obtained or whether a carpenter can be hired to help reconfigure the shelving units and ensure that they are safely stacked where appropriate. In one case (the second strong room from the entrance) the main shelving unit will need to be split to allow the space available to be better utilized.
- 46 Repairs will need to be made to the ceiling of the strong rooms. It would appear that there is or was a leak in the roof. Each of the rooms needs to be cleaned thoroughly and painted.

Rehabilitation Methodology: Testing and Revision

- 47 The rehabilitation methodology has been discussed at length in the previous two reports. The proposed methodologies were tested as far as possible this visit. The TRIM index and file movement software was not available, so testing was limited.
- 48 The rehabilitation methodology comprises three stages:
- Preparation
 - Processing and Transfer
 - Monitoring and Evaluation.

Preparation

- 49 None of the following preparation activities have begun:
- procuring of equipment and supplies
 - commissioning and testing of the database
 - preparing the facility for processing the records
 - cleaning and preparing the storage facilities
 - delivering training.
- 50 The preparation phase is a critical stage as it establishes the foundation for the success of the processing and transfer program. The scheduling of future consultancy visits will need to be tied to the procurement of equipment and supplies, the commissioning and development of the database and the preparation of processing and storage facilities. No further testing can be carried out until the database is customized. Moreover, no training or other preparations can begin until it is known when the equipment, in particular the shelving, and supplies are scheduled to arrive and when the facilities for processing and storage of the records are ready.
- 51 Preparation should also include recalling files currently housed in registrars' offices and elsewhere. Should a file be unable to be recalled, a desk audit should be taken to document the location of all files outside the strong rooms.

Processing and Transfer

- 52 As a result of testing the following sections describe the revised recommended procedures for sorting, rehabilitating and either transferring land records to the Kampala Land Office for permanent storage or returning them to the Ministry Registries for temporary storage.
- 53 It is recommended that the number of contract workers hired be doubled (from 8 to 16) to allow simultaneous processing in both the Mailo Registry and the Leasehold and Freehold Registries. The aim is to allow the Kampala Land Office to open as soon as possible.

- 54 Once the processes involving the database are tested, refined and agreed, a pilot should be conducted that will follow the database and processing training and immediately precede the start of the processing work in earnest. This allows the procedures to be tested more fully with the entire processing team in place. Piloting will ensure that the procedures work well and, if not, adjustments can be made where necessary to address bottlenecks or other impediments to the efficient processing of the records.
- 55 One area of concern is the management of the complex moving of shelving and records from one room to another. This will require extremely close supervision. It is recommended that the consultant times future visits to the start of the preparation of the facilities and to the start of the rehabilitation work. It is also critical that the Assistant Commissioner for the Records and Information Technology Department be on hand to maintain control of this aspect of the process. This might involve a greater investment of time than he anticipated. SPEED's Legal and Policy Advisor should discuss this with the Commissioner and Assistant Commissioner to ensure that adequate compensation and preparation is made to ensure his full participation. In addition, it is recommended that SPEED's Legal and Policy Advisor visit the site for 10 minutes every week to make sure things are progressing smoothly.

Processing Mailo Records

- 56 The tables that follow describe in detail the procedures to be undertaken and organises them into logical 'stations' of work. The projected number of staff and time required to complete tasks is also included.

See Appendix E for drafts of forms required to support activities.

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)				
Station	Task		Staffing	Estimated Time
Station 1 <i>Certificates of Title</i> Ground Floor, Ministry Processing Area	Part A	<p>The Project Supervisor assigns each contract worker a section of the binders</p> <p>Put binders in order from lowest block number through the highest:</p> <ul style="list-style-type: none"> • (KCC) Kibuga Blocks 1 – 38 • (KCC) Kyadondo Blocks 200 – 273 • (MWLE) Kyadondo Blocks 52-199 • (MWLE) Busiro Blocks 1-600 • (MWLE) Butambala Blocks 1 - 124 • (MWLE) Gomba Blocks 1 – 299 • (MWLE) Mawokota Blocks 1 - 382 	4 contract workers with one permanent registry staff member overseeing	2 days (8 days / 4 people)
	Part B	<p>When all binders are in order, the Project Supervisor assigns each contract worker a section of the Kibuga and Kyadondo binders.</p> <p>The contract worker will sign out a binder on the <i>Station 1 Register</i>. Take the binder to the processing area and review each Certificate contained in it to see if sufficient information is available to open a file.</p> <ul style="list-style-type: none"> • <i>If there is enough information to identify the Certificate</i> (i.e, there is a block & plot no. or instrument no. that can be used to identify the block and plot number), complete a file cover as per instructions and place the Certificate in the file. Keep the files in block number order. <p>NOTE: If there is enough information to start a file, but the Certificate is technically ‘obliterated’ or ‘illegible’, record details in the <i>Certificates to be Replaced</i> register before placing the Certificate in a file cover. Once Stage 1 / Part B is complete, the Project Supervisor will give the Register to the Officer-in Charge, Mailo Registry.</p> <ul style="list-style-type: none"> • <i>If there is NOT enough information to identify the Certificate</i>, show the Certificate to a permanent registry staff member to confirm that there is not enough information. Place in a folder for special attention. <p>Once 25 files have been accumulated, bind them together with string, number the batch and place it in the storage area, keeping the batches in block number order. Log the batch in batch number order the <i>Station 2 Register</i> to flag availability.</p> <p>Once all the Certificates have been processed, check that the binder is completed in the <i>Station 1 Register</i> and sign-out the next binder.</p>	4 contract workers with one permanent registry staff member overseeing	59 days total (56 days +5% for human errors) (233 days/4 people) Approx 20 mins to review each binder and separate out those that need special attention (20 x 218 binders). Each binder contains an average 425 Certificates. It is estimated to take 1 min to complete a file cover and place the Certificate in it (425 x 1 min). 2 mins to tie 25 files together and set aside (17 batches).

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)			
Station	Task	Staffing	Estimated Time
Station 1 <i>Instruments</i> Ground Floor, Ministry Processing Area	<p>PREPARATION: The instrument files and the adequate amount of shelving should be transferred to the processing area in the Mailo Registry.</p> <p>One-by-one, check each instrument file to ensure that the instruments are in number order in each folder starting with the lowest number on top. Verify that the instruments contained in the file are indeed the ones listed on the file cover. Once the file is checked and put into order, label the 'pigeon hole' to with the span of instrument numbers it contains.</p>	2 contract workers with one permanent registry staff member overseeing	29 days (28 +5% for human error) Approx 10 min to sort each file; 1 min to write the label for an estimated 2350 instrument files; total 431 person hours (2 persons working a 7.5 hour day).
<i>Station 1 Instruments must be completed in its entirety before further work can begin. This should allow enough time for the contract workers involved in Station 1 Certificates of Title to complete the sorting of the binders into county and then block number order and build up batches of filed Certificates.</i>			
Station 2 Ground Floor, Ministry Processing Area	<p>The Project Supervisor will assign 1 contract worker to Kyadondo Block 200 and the other to Kibuga Block 1.</p> <p>Sign-out a batch from the <i>Station 2 Register</i> and take it to one of the processing area.</p> <p>In the processing area, untie the batch and, starting with the first file, pull the instruments that are listed on the Certificate.</p> <p>If an instrument is missing, complete a <i>Missing Instrument Sheet</i> and insert it behind the Certificate in place of the instrument. In addition, log the missing instrument number in the <i>Missing Instruments Register</i>.</p> <p>Punch a hole in the upper left hand corner of the Certificate and the instruments (in instrument number order with the lowest number on top), taking care not to place the hole where information can be lost.</p> <p>Thread the treasury tag through the front of the file cover, through the Certificate and instruments and out the back of the file cover.</p> <p>Once all the files are complete in a batch, tie-up the batch, log it as completed in the <i>Station 2 Register</i> and take it to the data entry clerk, ensuring it is kept in batch order number.</p> <p>Finally, log the batch number in the <i>Station 3 Register</i> to indicate that a batch has been submitted for processing.</p>	2 contract workers with 1 permanent registry staff member participating Once contract workers assigned to Station 1 Certificates complete their work – 2 will join this station.	30 days for 3 people followed by 327 days for 5 people (4 contract + 1 permanent staff member). (311 days + 5% for human error). The average time required to retrieve the instruments for one Certificate is 7 minutes times approx 92,650 Certificates for Kampala District only. Attaching the documents to the file cover should 1 minute. Total 1647 person days.

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)			
Station	Task	Staffing	Estimated Time
Station 3 Ground Floor, Ministry Processing Area	<p>Data entry clerk will take the batches in batch number order, untie the batch, and, starting with the first file (which should be in block number order), check the database for duplicate block and plot numbers.</p> <p style="padding-left: 40px;">If there is a duplicate file, the data entry clerk should alert the Project Supervisor to obtain advice.</p> <p>If no duplicates are found, enter the data recorded on the file cover. Initial the file cover in the right hand corner next to the data entered.</p> <p>Repeat for all 25 files in the batches.</p> <p>Once the batch is complete, print a report of all the information entered for that batch and place the report on the top of the files and re-tie the batch.</p> <p>Record in the <i>Station 3 Register</i> that the batch is complete and pass to the next station.</p>	2 data entry contract workers under the direct supervision of the registry supervisor.	PROCEDURE UNTESTED – DATABASE NOT AVAILABLE
Station 4 Ground Floor, Ministry Processing Area	<p>The contract worker responsible for verification will sign-out a batch in batch number order from the <i>Station 4 Register</i>.</p> <p>Untie the batch and then using the printout, check that the data entered in the database matches the information written on the file cover.</p> <p style="padding-left: 40px;">If there are discrepancies, record them on the printout and initial it and pass the batch to the project supervisor who will verify the corrections required are correct and initial the printout.</p> <p style="padding-left: 40px;">Take the printout and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station 3 Register</i>.</p> <p style="padding-left: 40px;">The data entry clerk will call-up the database record and make the correction, repeating the process described in Station 3.</p> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout, file it in batch number order in the Data Verification Folder, log the batch as completed in the <i>Station 4 Register</i>, take it to the storage room and log it into the <i>Station 5 Register</i>.</p>	2 contract workers under the direct supervision of the registry supervisor.	PROCEDURE UNTESTED – DATABASE NOT AVAILABLE

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Converted Records</i>)			
Station	Task	Staffing	Estimated Time
Station 5 Ground Floor, Ministry Processing Area	<p>The contract worker responsible for getting the records ready for transfer will pack each of the batches in number order, and listing the county and block and plot numbers for each batch on the <i>Transfer List</i> (use carbon paper to make three copies of the <i>Transfer List</i>).</p> <p>Once a box is full, place one copy of the <i>Transfer List</i> inside and lying on top of the files, seal the box with packing tape and sign the tape in ballpoint ink.</p> <p>Give the second copy of the <i>Transfer List</i> to the Registry Supervisor to put in a binder in box number order.</p> <p>Place the third copy into an envelope, seal the envelope and sign diagonally across the seal.</p>	1 contract worker	<p>9 days</p> <p>It is estimated that it will take approximately 10 minutes to complete the transfer list, pack the box, seal it and sign it.</p>

Requirements for Proposed Processing Methodology: Mailo Registry (<i>Certificates to be Replaced</i>)			
Station	Task	Staffing	Estimated Time
Kampala Land Office	<p>This process should begin as soon as the first transfer of Mailo Records is put away in order on the shelves in the Kampala Land Office.</p> <p>Starting with the first entry in the Certificates to be Replaced Register, the Officer-in-Charge of the Kampala Land Office will retrieve the file for that plot and review the Certificate of Title to take a decision on whether it qualifies to be replaced. The decision will be guided by the Legislation, specifically The Registration of Titles Act, Section 71, which states:</p> <p>In the event of any original certificate of title being lost or destroyed or so obliterated as to become illegible, the Registrar may cause a copy thereof to be prepared and to be endorsed with all such entries as were upon the original so far as the same can be ascertained from the records of the office and other available information and shall make and sign a memorandum upon such copy stating that the same is a substitute to be used in place of the original, and what has become of the original so far as know or supposed, and from the date of such copy being so signed the same may be bound up in the Register Book and used in place of the original for the purpose of dealings.</p> <p>If the Certificate is to be replaced, the standard procedures should be followed. Once the process is complete, the file should be returned to the correct place on the shelves.</p>	Officer-in-Charge of the Mailo Registry / Kampala Land Office; Registrar; Commissioner for Land Registration.	On-going

Once the processing is completed for the Mailo Registry Converted files for Kibuga and Kyadondo counties (approximately 23 volumes consisting of 25 folio each), the Mailo Registry Unconverted files should be processed using the same procedures described for Freehold and Leasehold files in the following section.

After all the processing of the Kampala files is completed (both converted and unconverted files), the same procedure as described for the converted files for Kibuga and Kyadondo counties should be repeated for Kyadondo Blocks 52-199 (belonging to Wakiso), Busiro Blocks 1-600; Butambala Blocks 1 – 124, Gomba Blocks 1 – 299; and Mawokota Blocks 1 - 382

At the end of the processing, there may be some instruments left that have not been matched to a Certificate of Title and placed in a file cover. The following steps describe the procedure for dealing with these instruments.

Processing Methodology for Unmatched Instruments		
Step 1		2 contract workers will stack the remaining instruments in instrument number order with the lowest number on top and hand them over to the data entry clerks.
Step 2		The 2 data entry clerks will search the database for to confirm whether a file has been opened for the block and plot number specified on the certificate and where the file is located.
Step 3		The 2 data entry clerks will attach with a paper clip a routing slip indicating whether the file is at the Kampala Land Office or in storage in the Ministry and what the block and plot number is.
Step 4		A contract worker will separate the unmatched instruments according to whether they belong to the Kampala Land Office or in storage in the Ministry.
Step 5	A	2 contract workers will take the unmatched instruments that belong to files stored in the Ministry and add them to the appropriate files in instrument number order with the lowest instrument number on top. (If there is more than one copy of an instrument, place it with the other in the folder).
	B	2 contract workers will take the unmatched instruments that belong to files stored in the Kampala Land Office and add them to the appropriate files in instrument number order with the lowest instrument number on top. (If there is more than one copy of an instrument, place it with the other in the folder).
Step 6		A contract worker will list the instrument number for any outstanding unmatched instrument and pack them into a box, seal the box and transfer it to the custody of the Commissioner for Land Registration. A copy of the list of outstanding unmatched instruments will be distributed to the Commissioner for Land Registration, the Kampala Land Office, and to the Ministry Mailo Office that retains custody of the Mpigi and Wakiso Mailo records.

Processing Freehold and Leasehold Records

- 57 The tables that follow describe in detail the procedures to be undertaken for processing freehold and leasehold records breaks them up into logical 'stations' of work. The projected number of staff and time required to complete tasks is also included.
- 58 The processing methodology described below should begin with the Freehold records as there may be Leasehold plots that refer to Freehold or Mailo lands.

See Appendix F for drafts of forms required to support activities.

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
<p>PREPARATION</p> <p>Third floor, Ministry Freehold/Leasehold Registry and temporary storage room.</p>	<p>Make a 'map' of the strong rooms showing the positioning of the shelving and the ranges of leasehold files kept on each shelving unit to guide contract workers in finding the appropriate volumes to transfer to the temporary storage room for processing as and when space allows.</p> <p>Transfer all the freehold volumes in volume number order (from lowest number to highest) to the temporary storage room for processing in a neat and orderly fashion (i.e., the room next to the secretary for the Commissioner for Land Registration).</p> <p>If space remains, begin transferring to the temporary storage room all the leasehold volumes starting with volume 1 and keeping them in clear order.</p> <p>The goal of these transfers is to clear strong room 4 (the room at the back) to allow cleaners and painters to begin work.</p> <p>Vacate and furnish the two offices next to the office of the Commissioner for Land Registration. Set up desks and tables to accommodate 2 data processing clerks and three PCs in one room, along with 1 other clerk carrying out data verification and other paper records work. The second office will require space for 3 to 4 clerks to process paper records.</p>	<p>1 freehold and 1 leasehold records clerk with oversight from the Registry Supervisor</p>	<p>5 days</p>

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 1 Third Floor, Ministry File Processing Area	<p>One contract worker will be stationed in the temporary storage room and will have responsibility for transferring volumes from the strong room to the temporary storage room as and when space permits. He will sign out volumes to other workers, process volumes according to Station 1 activities as outlined here, and return processed volumes that will remain in the Ministry to the strong rooms as space allows following renovation of these storage facilities.</p> <p>A contract worker will sign for 5 volumes (5 volumes = 1 batch) in the <i>Station 1 Register</i> and take the volumes to the processing space located three offices away.</p> <p>Once at their area the contract worker will:</p> <ol style="list-style-type: none"> 1. Untie a volume and arrange the folio in number order, recording any folio missing on the <i>Missing Folio Form</i> and log it in the <i>Missing Folio Register</i>. 2. For each folio, remove the documents from the current file cover (stick pins should not be reused, instead they should be placed in a box). 3. Punch a hole in the upper left hand corner of the Certificate, the plot map and the instruments (in that order), taking care not to place the hole where information can be lost (see diagram) 4. Place the documents into the new file cover and thread the treasury tag through the front of the file cover, through the documents and out the back of the file cover. 5. Write the appropriate information on the file cover using a black felt tip marker. 6. Tear the old file cover in two and place it in a plastic bin liner for disposal. 7. Set the folio aside, keeping all folios in number order with 1 on the top and 25 on the bottom, place the Missing Folio Form on top of the batch and tie the volumes together once all the folios are complete. <p>When all of the 5 volumes are complete, pass them to the next station and log the batch into the <i>Station 2 Register</i> – when depositing a completed batch, ensure that they are kept in batch number order.</p> <p>Return to the temporary storage room, check off that the previous volumes have been completed and then sign for another 5 volumes in the <i>Station 1 Register</i> and repeat above.</p>	2.5 contract workers (1 based in the temporary storage room will spend half their time organizing volumes as well as processing)	<p>79 days (75 days +5% for human error)</p> <p>Approx. 5 minutes to sign out a batch of 5 volumes; 2 minutes to put the folios in order; testing revealed that it takes approximately 20 minutes maximum to process a volume -- remove the documents from the old file cover, punch the holes in the documents, attach them to the file cover with the treasury tag, and write the information on the cover; 5 minutes to return the volumes and sign off on them. Total processing time per volume is approximately 24 minutes and there are approximately 3500 volumes. Therefore 187 person days of processing are required divided between 2.5 people.</p>

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 2 Third Floor, Ministry File Processing Area	<p>A contract worker and/or permanent registry staff member will sign for the next 5 volumes in the <i>Station 2 Register</i> and take the appropriate batch to their desk.</p> <p>For each volume:</p> <ol style="list-style-type: none"> 1. Extract the folio that should be transferred to the Kampala Land Office, keeping them in sequence. 2. List the folio numbers for all extracted folio on the <i>KLA Folio Removal Sheet</i>. 3. Place the <i>KLA Folio Removal Sheet</i> on top of the folio that will remain in the Ministry (keep folio in sequence). 4. Bind each part of the volume with archival tape (i.e., the folio that will be transferred to the Kampala Land Office and the folio with the <i>KLA Folio Removal Sheet</i> that will remain in the Ministry). 5. Tie the two parts together with string and label the batch clearly. <p>When a batch of 5 volumes is complete, pass them to the next station in the next room for data entry and sign the <i>Station 3 Register</i>.</p> <p>Return to the processing room, sign off that the previous volumes have been passed to Station 3 in the <i>Station 2 Register</i> and then sign out another batch of 5 volumes from the <i>Station 2 Register</i> and repeat above.</p>	1 contract worker and 1 permanent registry staff member.	66 days (63 days +5% for human error) Approximately 1 minute to sign out a batch; 15 minutes per volume to extract those that belong to Kampala Land Office and list and bind the folios accordingly; and 5 minutes to deposit the batch at the next station, sign off on them and get the next batch. (Approximately 700 batches of 5 volumes in total taking an average 1 hour and 15 minutes to process each batch + 6 minutes administration per batch = 126 total person days)

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 3 Third Floor, Ministry Data Entry Processing Area	<p>A contract data entry clerk and/or permanent registry staff member (alternating from Station 2 during breaks) will sign for a batch (in number order) in the Station 3 Register and return with the batch to their data entry station and untie a batch and starting with the Kampala sub-batch:</p> <ol style="list-style-type: none"> 1. Search the database for duplicate volume and folio and/or block and plot number, street name and plot number or place name. There should not be duplicate volume and folio numbers, however human errors do occur. Refer all duplication to the Project Supervisor who will take up the appropriate action. 2. Enter the data for each folio from the information written on the file cover in the TRIM database. 3. Initial the right hand column on the file cover when data entry is complete. 4. Repeat until all the folios for the Kampala sub-batch is complete, retie the sub-batch and then repeat steps 1 and 2 for the folio that will remain in the Ministry. 5. Once all the folios in one volume are completed, repeat steps 1 through 3 for the remaining 4 volumes in the batch. 6. Once the batch of 5 volumes is complete, print a batch report from TRIM. <p>When steps 1-5 are complete, tie the 5 volumes together with the batch print out on top and pass to the next station for verification of data entered and log the batch into the <i>Station 4 Register</i>.</p> <p>Sign off that the last batch is complete in the <i>Station 3 Register</i> before signing out the next batch and repeating the above.</p>	2 contract workers (with one permanent registry staff member alternating during breaks)	PROCEDURE UNTESTED – DATABASE NOT AVAILABLE

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 4 Third Floor, Ministry Data Entry Processing Area	<p>The contract worker responsible for verification will sign-out a batch in batch number order from the <i>Station 4 Register</i>.</p> <p>Untie the batch and then using the printout, check that the data entered in the database matches the information written on the file covers for each volume (ie sub-volume for Kampala Land Office followed by the sub-volume for folio remaining with the Ministry).</p> <p>If there are discrepancies, record them on the printout and initial and pass the batch to the project supervisor who will verify the corrections required are correct and initial the printout.</p> <p>Return the printout report and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station 3 Register</i>.</p> <p>The data entry clerk will call-up the database record and make the correction, repeating the process described in Station 3.</p> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout, file it in batch number order in the Data Verification Folder, log the batch as completed in the <i>Station 4 Register</i>, take it to the next station and log the batches into the <i>Station 5 Register</i>.</p>	2 contract workers under the direct supervision of the registry supervisor.	PROCEDURE UNTESTED – DATABASE NOT AVAILABLE

Requirements for Proposed Processing Methodology: Freehold and Leasehold			
Station	Task	Staffing	Estimated Time
Station 5 Third Floor, Ministry Processing Area	<p>Untie each batch and separate the volumes (keeping them bound by archival tape) according to destination (e.g., Batch 1 MWLE and Batch 1 KLA, Batch 2 MWLE and Batch 2 KLA, etc).</p> <p>For bound volumes being forwarded to the Kampala Land Office (e.g., all Batch # KLA):</p> <ol style="list-style-type: none"> 1. List the batch number and then volume and folio numbers for each volume being transferred on the <i>Transfer List</i> sheet (using carbon paper to make 3 copies). 2. Pack the listed volumes into a cardboard box and number the box with the next available sequential number – record the box number on the <i>Transfer List</i>. 3. Lie one copy of the <i>Transfer List</i> on top of the files in the box and place the lid on the box and seal it with packing tape. 4. Sign the packing tape on the top of the box using a ballpoint pen. 5. Give the second copy of the <i>Transfer List</i> to the Registry Supervisor to put in a binder in box number order. 6. Place the third copy of the list in an envelope. At the end of each day seal the envelope and sign diagonally across the seal and give it to the Project Supervisor. <p>For files remaining in the Ministry (e.g., all Batch # MWLE):</p> <ol style="list-style-type: none"> 1. Record all volumes in batch and then volume and folio number order that are being returned to storage in the Leasehold and Freehold strong rooms in the <i>Station 5 Register</i>. 2. Ensure that the <i>KLA Folio Removal Sheet</i> is on top of the stack of remaining folio comprising the volume and that the volume is tied appropriately with archival tape. 3. Place the volumes on the shelves in the Leasehold and Freehold strong rooms in volume number order. 4. Sign off on the volumes replaced in the <i>Station 5 Register</i>. 	1 contract worker	<p>14 days (13 days +5% for human error)</p> <p>It is estimated that it will take approximately 10 minutes to complete the transfer list, pack the box, seal it and sign it. Each box can fit approximately 6 volumes of 25 folios. It is estimated that 583 boxes will be required to move the Freehold and Leasehold records to Kampala Land Office.</p>

Transfer to Kampala Land Office

- 59 Files that are being transferred to Kampala should be stored in boxes and locked up in the in secure storage rooms. It is assumed that the space provided in the Mailo strong rooms and Leasehold and Freehold strong rooms will be adequate to store boxes until their transfer. It is impossible to know for certain whether this will be adequate until we begin processing. In the meantime, the Commissioner for Land Registration will need to consider alternatives should the need arise.
- 60 Boxes should be transferred to the Kampala City Council (KCC) Facility on Tuesdays and Thursdays. The Officer-in-Charge of the Mailo Registry should ride with the van driver to ensure the security of the boxes being transferred.
- 61 Two copies of a master transfer list should be available that list each box and its contents (i.e., the binder copy and the copy sealed in the envelope). Boxes should be ticked off against the binder copy of the master list as they are being loaded into the transportation vehicle. The project supervisor who is responsible for the boxes while they are custody of the Ministry should sign to confirm the master list after the boxes are loaded in the van and the van is sealed. The driver of the van should sign off that these boxes were received and are now in his custody and the Officer-in-Charge of the Mailo Registry should sign as well to indicate he is present and will accompany the driver to the Kampala Land Office. The second copy of the master list (unticked and unsigned) should be given to the Officer-in-Charge to pass on to the land registry staff member on the other end.
- 62 When the van reaches Kampala City Hall, the Kampala land registry staff member with responsibility for the records should sign that the van is sealed and tick off the boxes received against the master list. Once all the boxes are received and deposited into the facility, the driver should sign that the boxes were delivered.
- 63 Twice a week the project supervisor should make a comparison between the first and second copies of the master lists and if they are correct file them. If not, he/she should investigate.
- 64 This process is contingent upon the Kampala Land Office appointing someone to be present to receive deliveries of records and put them away on the shelves.
- 65 The objective should be to coordinate the opening of the Kampala Land Office with the first transfer of records. To facilitate requests for records after the new office opens, the consultant will need to agree with the Commissioner for Land Registration and the Officer-in-Charge of the Mailo Registry a rush procedure for rapid processing of specially requested files. It is likely that this will consist mainly of a log of requests to track files that have been pulled early and rushed through the system.
- 66 Priority was given at this time to refining the general procedure for rehabilitating records with the expectation that special procedures can be developed during the next consultancy visit. To address the need for special procedures this it is recommended that the consultant meet with the registry supervisors and the registrars to identify any special procedures required to facilitate on-going work of the registries or to deal with problems that might arise (e.g., duplicate files and so on).

File Cover Design

- 67 The file cover design was tested, revised and agreed with the Commissioner for Land Registration and the registry supervisors for the Mailo Registry and the Leasehold and Freehold Registries.

See Appendix G for a copy of the file cover.

Development of the TRIM Index

- 68 The consultant met with the TRIM consultants from ComputerLand (U) Ltd. to refine further the specification for the database's functionality. A copy of the final file cover design was given to the TRIM consultants to serve as the basis for data entry. In addition, the following changes were made to the specification:

- The 'county' field was eliminated.
- A field for 'block name' was added.
- The field for plot number will need to accommodate 2 plot numbers to take account of anomalies found during testing.
- A temporary 'batch number' field will be added for the purpose of processing to allow reports to be produced for data verification.

- 69 In addition, the consultant confirmed with the TRIM consultants that there would be no technical difficulties merging databases after processing is complete. This issue arose after it was proposed the number of contract workers be doubled to allow for processing be carried out in the Leasehold and Freehold Registries simultaneously with the work being carried out in the Mailo Registry. This will require two unlinked data entry stations consisting of two-concurrent users configurations to be set up on the ground floor in the Mailo processing area and on the second floor in the Leasehold and Freehold processing area.

- 70 A list of known districts past and present was given to the TRIM consultants to input into the database to facilitate data entry in the 'district' field. As a result, if a user enters the name of a district that is not pre-programmed into the database, the user will have the choice of correcting the spelling or adding it as a new district name to the database.

- 71 No work will begin on customizing the database until ComputerLand (U) Ltd receives authorization from SPEED.

Training

- 72 The consultant was unable to develop training materials during this visit. Training materials cannot be developed until testing of the procedures is complete. Access to the customized TRIM index and file tracking system is required to complete testing.

Development of Post-rehabilitation Records Management Procedures Manual

- 73 An early draft of the Records Management Procedures Manual for land records is included in Appendix H. The first draft cannot be completed and distributed for comment until the TRIM system is available so that procedures can be documented and screen prints taken to supplement learning.
- 74 In addition, the consultant will need to meet with the Commissioner for Land Registration, the Officer-in-Charge of the Mailo Registry and the registry supervisors for the Mailo Registry and the Leasehold and Freehold Registries to discuss working practices. It is critical that the post-rehabilitation procedures manual be made as specific as possible with reference to assigning responsibility for activities.

SECTION THREE: CONCLUSION

Outstanding Issues and Next Steps

- 75 Good progress on project design and implementation was made during this visit, but there are a number of issues that need to be resolved as soon as possible to enable continued implementation.

Roles and Responsibilities

- 76 During the next visit the records management consultant should work further with the GoU Project Manager, Deputy Project Manager, Project Supervisor and Assistant Project Supervisor to name specifically the permanent registry staff that will participate in the rehabilitation process. In November it was agreed that 4-5 Mailo staff members (as yet unidentified), 3 Leasehold (1 Senior Assistant Records Officer, 1 Assistant Records Officer, and 1 Records Assistant), and 2 Freehold (1 Senior Assistant Records Officer and 1 Assistant Records Officer) would participate.
- 77 The Consultant should meet with the staff identified to explain the aim of the project, talk them through their role in ensuring a successful outcome and begin to acquaint them with the procedures to be implemented. The GoU Project Manager, Deputy Project Manager, Supervisor and Assistant Supervisor should be present at this meeting.

Awareness Raising

- 78 Once all staff involved in the project have been identified and briefed, it is recommended that the consultant hold a short awareness raising meeting for all land title registration staff to explain clearly what the project aims to achieve and why only select members of staff were chosen to participate and receive training for this component.
- 79 Consideration should be given to whether it would be beneficial to hold a wider meeting that would include staff from the other land related departments within the Ministry and would explain clearly the aims of the project and why it is focusing on the land title registries only. It might be appropriate for the Permanent Secretary for the Ministry of Water, Lands and the Environment to convene this meeting.
- 80 Additional efforts should be made to inform the public that the Land Titles Registries are undergoing renovation and it is hoped that the outcome will be of great benefit to them in the form of improved quality of service. Services to the public will continue while the renovations are being carried out. However, members of the public may experience some delays in receiving records during this time. Such a campaign should include radio broadcasts, notices in the newspapers and posters placed in the registries.

Procurement

- 81 Implementation of this project requires the procurement of substantial quantities of furniture, equipment and consumables. Some items, such as file covers and shelving, require lengthy lead times of at least three months before they will be available for use by the project. Procurement delays will translate directly into delays in project implementation.
- 82 The ability to complete testing also depends upon procurement of the TRIM indexing and file tracking system. ComputerLand (U) Ltd requires SPEED to commission them to customise the database before any work can begin.
- 83 SPEED will need to assign responsibility for tracking procurement by Chemonics International, as well as procurement of goods and services by the Government and Kampala City Council, to ensure that the project can move forward in a timely fashion.

Rehabilitation Methodology

- 84 SPEED will need to commission customization of the TRIM system as described in paragraphs x to x. The rehabilitation methodology will then need to be tested using the database to allow the time required for processing to be determined and to identify any problems with the system before piloting.

LIST OF PERSONS CONSULTED

Ministry of Water, Land and the Environment

Mr K.S.B. Mubbala, Director of Lands and Environment
Mr J.N. Tibisaasa, Commissioner for Land Registration
Mr E Nsamba-Gayiiya, Land Sector Strategic Plan and Chief Government Valuer
Mr D Kiwanuka, Land Act Implementation Unit
Mr R Opio, Kampala Mailo Office
Mr N Wamai, Mpigi/Wakiso Mailo Office
Ms J Kasirye, Freehold and Leasehold Office
Ms R Nanyonjo, Mailo Office

Ministry of Public Service

Ms S Nyamungu, Commissioner, Records and Information Technology Department
Mr R Okusam, Assistant Commissioner, Records and Information Technology Department
Ms L Ariso, Records and Information Technology Department

Kampala City Council

Mr G T Mwesigye, Town Clerk
Mr C Kyamanywa, Senior Town Planner
Mr A Byandala, City Engineer and Surveyor

Suppliers

Mr D Kyobe, Security Printers (1974) Ltd.
Mr J Lukose, ComputerLand (U) Ltd.
Mr K Mawji, ComputerLand (U) Ltd.

WORK PROGRAM GANTT CHART

See electronic file submitted with the report titled:
'Land Registry Rehabilitation Work Program Revised Dec 2001.pdf'

PERFORMANCE MEASURES

File Tracking

To test the registries' ability to track files, the consultant worked with the registry supervisors for the Mailo and for the Leasehold and Freehold Registries. The results are as follows.

3 Mailo, 3 Leasehold and 3 Freehold files were selected in advance:

- 1 located in the office of the Commissioner for Land Registration
- 1 located on the desk of a staff member in the registry, and
- 1 located in the registry strong room.

Registry staff were given two days to locate the files and records their results.

The following is a reproduction of the file tracking sample taken in December 2001.

Note that the first file or document request for each registry is in fact located in the Commissioner for Land Registration's office. The second request for Leasehold and Mailo documents were located on a staff member's desk, and the remaining were in the strong rooms.

Leasehold Registry					
Vol/Folio Requested	Date Requested	Time Requested	Location Where Found	Date Found	Time Found
1567-15	11 Dec 2001	12:15	Strong room 1	Dec. 2001	4:55
2449-22	11 Dec 2001	12:15	Strong room 3	Dec. 2001	12:20
1309-23	11 Dec 2001	12:15	Strong room 2	Dec. 2001	12:20

Freehold Registry					
Vol/Folio Requested	Date Requested	Time Requested	Location Where Found	Date Found	Time Found
94-9	11 Dec 2001	12:15	Strong room 3	Dec. 2001	4:00
8-22	11 Dec 2001	12:15	Strong room 4	Dec. 2001	12:20
232-24	11 Dec 2001	12:15	Strong room 3	Dec. 2001	4:30

Mailo Registry					
Certificate / Instruments Requested (Block name – block no. – plot no.)	Date Requested	Time Requested	Location Where Found	Date Found	Time Found
Kibuga B 8 / P 362	11 Dec 2001	12:30	Not found		
Kyadondo B 206 / P 1941	11 Dec 2001	12:30	In the unfiled heap	11.12.01	3.25 pm
Kyadondo B265 / P 362	11 Dec 2001	12:30	In the binder	11.12.01	3.30 pm

The Leasehold and Freehold results are unsatisfactory and not entirely credible. When the consultant went to collect the tracking forms it was learned that the registry staff had not carried out the exercise because the registry supervisor forgot to distribute them. The Commissioner for Land Registration was asked to intervene to explain the need to participate and the consultant was then able to collect the completed tracking sheets the following day.

The results recorded on the tracking sheets were unsatisfactory. No dates were recorded on either the form for Leasehold or that for Freehold other than 'December 2001'. Both sheets recorded that the files located in the Commissioner's office was found, the Leasehold file in strong room '1' and the Freehold file in strong room '3'. In addition, one of the Leasehold files that was identified by the consultant as being on a staff member's desk, was recorded as being in strong room '3'. However, it should be acknowledged that due to the delay in carrying out the exercise, there is the chance that work on the file had been completed and that it had been returned to the strong room in time for the exercise. Finally, unlike Mailo, no files were produced along with the tracking sheets to demonstrate that they had indeed been found.

Efficiency, Effectiveness and Security of Records Management and Retrieval of Land Records: A Perception Survey

The following is a summary of the quantitative results of two perception surveys. The first was distributed to the three Registrars and the second as distributed to the records staff in the Mailo, Leasehold and Freehold Registries.

Surveys were conducted anonymously. Registrar's surveys were marked Registrar A, B, and C. The staff surveys were marked 'Staff 1, Staff 2... Staff 10'.

All three of the Registrars, as well as all three records staff from the Leasehold and Freehold Registries completed their surveys. Five out of the seven records staff from the Mailo Registry completed the survey.

Registrar's Survey

Efficient and Effective Record Keeping System

1 Overall, I am satisfied with the record keeping system for land titles	Number	Percent
Agree strongly	0	0%
Agree	2	66.7%
Disagree	1	33.3%
Disagree strongly	0	0%
Do not know	0	0%

2 When I request a file:	Number	Percent
I am <i>always</i> asked to put the request in writing.	2	66.7%
I am <i>usually</i> asked to put the request in writing.	0	0%
I am <i>rarely</i> asked to put the request in writing.	0	0%
I am <i>never</i> asked to put the request in writing.	1	33.3%

3 After I request a file, I usually have to wait:	Number	Percent
15 minutes to receive the file.	2	66.7%
30 minutes to receive the file.	0	0%
1 hour to receive the file.	1	33.3%
Half a day to receive the file.	0	0%
A day to receive the file.	0	0%
2 or more days to receive the file.	0	0%
A week to receive the file.	0	0%
Longer than a week to receive the file.	0	0%

4 When I receive a file:	Number	Percent
I am <i>always</i> asked to sign and date a register to show that I have received the file.	1	66.7%
I am <i>usually</i> asked to sign and date a register to show that I have received the file.	2	33.3%
I am <i>rarely</i> asked to sign and date a register to show that I have received the file.	0	0%
I am <i>never</i> asked to sign and date a register to show that I have received the file.	0	0%

5 When I receive a file:	Number	Percent
It is <i>always</i> the file I am looking for.	0	0%
It is <i>usually</i> the file I am looking for.	3	100%
It is <i>rarely</i> the file I am looking for.	0	0%
It is <i>never</i> the file I am looking for.	0	0%

6 When I receive a file:	Number	Percent
The document I am looking for is <i>always</i> in the file and is <i>easy to find</i> .	0	0%
The document I am looking for is <i>always</i> in the file, but is <i>hard to find</i> (i.e., the documents are out of order).	1	33.3%
The document I am looking for is <i>usually</i> in the file and is <i>easy to find</i> .	2	66.7%
The document I am looking for is <i>usually</i> in the file, but is <i>hard to find</i> (i.e., the documents are out of order).	0	0%
The document I am looking for is <i>often missing</i> .	0	0%

7 When I return a file:	Number	Percent
I am <i>always</i> asked to sign and date a register to show that I have returned the file.	2	66.7%
I am <i>usually</i> asked to sign and date a register to show that I have returned the file.	0	0%
I am <i>rarely</i> asked to sign and date a register to show that I have returned the file.	0	0%
I am <i>never</i> asked to sign and date a register to show that I have returned the file.	1	33.3%

8 Problems with the current record keeping system include:	Number	Percent
Poor records keeping generally (i.e., filing of instruments and documents in a timely way, inconsistent organization of documents in a file, files missing, and so on).	2	66.7%
Lack of a consistent system to control files (i.e., procedures for opening a file, filing a file, retrieving a file, tracking a file, returning a file, maintaining the order of files, and so on).	2	66.7%
Inadequate space to store records.	2	66.7%
Inadequate maintenance of the records storage rooms.	2	66.7%
Inadequate security for safeguarding records.	2	66.7%
Poor condition of records.	2	66.7%
Inadequate operational funds to provide adequate staffing, equipment and supplies.	3	100%
Lack of training of staff to carry out records keeping work.	2	66.7%
Understaffing of records clerks.	3	100%

Security and Durability of Files

9 The general security of the records store rooms (i.e., strong rooms) is:	Number	Percent
Good	0	0%
Adequate	0	0%
Not adequate	2	66.7%
Poor	1	33.3%
Do not know	0	0%

10 The records store rooms (i.e., strong rooms) are clean and tidy.	Number	Percent
Agree strongly	0	0%
Agree	0	0%
Disagree	1	33.3%
Disagree strongly	2	66.7%
Do not know	0	0

11 The risk of fire in the records store rooms (i.e., strong rooms) is:	Number	Percent
Strong	3	100%
Somewhat strong	0	0%
Not strong	0	0%
Do not know	0	0%

12 The risk of flood in the records store rooms (i.e., strong rooms) is:	Number	Percent
Strong	0	0%
Somewhat strong	2	66.7%
Not strong	1	33.3%
Do not know	0	0%

13 If a disaster were to occur (e.g., fire, flood, etc.), the records staff are trained to handle it quickly and efficiently.	Number	Percent
Agree strongly	0	0%
Agree	0	0%
Disagree	0	0%
Disagree strongly	3	100%
Do not know	0	0%

Records Staff Survey

Note: M = Mailo Staff; L/F = Leasehold and Freehold Staff
A total of 8 staff completed surveys

Records Management

1 When you receive instructions to create a new title:	Number		Percent
	M	L/F	
A new file is opened immediately and kept in a specially selected, secure place while it is being processed and then filed immediately in the strong room after processing.	4	1	62.5%
A new file is opened immediately and kept in a specially selected, secure place while it is being processed and then filed immediately in the strong room after processing.	0	2	25%
A new file is not opened immediately, documents are kept loose, filing happens later.	1	0	12.5%

2 After a transaction is completed:	Number		Percent
	M	L/F	
The instrument is filed immediately.	2	0	25%
The instrument is filed before the end of the day.	2	3	62.5%
The instrument is filed before the end of the week.	1	0	12.5%
The instrument can wait for a month or longer to be filed.	0	0	0%

3 When there is a request for a file:	Number		Percent
	M	L/F	
I can <i>always</i> find the file I am looking for.	5	0	62.5%
I can <i>usually</i> find the file I am looking for.	0	3	37.5%
I can <i>rarely</i> find the file I am looking for.	0	0	0%
I can <i>never</i> find the file I am looking for.	0	0	0%

4 When searching for a file, most of the time it will take me:	Number		Percent
	M	L/F	
1-5 minutes to find the right file.	4	0	50%
15 minutes to find the right file.	1	1	25%
30 minutes to find the right file.	0	1	12.5%
1 hour to find the right file.	0	1	12.5%
Half a day to find the right file.	0	0	0%
A day to find the right file.	0	0	0%
Longer than a day to find the right file.	0	0	0%
Longer than a week to find the right file.	0	0	0%

5 When I find a file:	Number		Percent
	M	L/F	
The document I am looking for is <i>always</i> in the file and <i>easy to find</i> .	5	1	75%
The document I am looking for is <i>always</i> in the file, but <i>hard to find</i> (i.e., the documents are out of order).	0	2	25%
The document I am looking for is <i>usually</i> in the file and <i>easy to find</i> .	0	0	0%
The document I am looking for is <i>usually</i> in the file, but <i>hard to find</i> (i.e., the documents are out of order in the file).	0	0	0%
The document I am looking for is often <i>missing</i> .	0	0	0%

6 Files leave the Registry (i.e., are taken to an office such as a Registrar's):	Number		Percent
	M	L/F	
Often	2	2	50%
Sometimes	3	1	50%
Rarely	0	0	0%
Never	0	0	0%

7 When a file leaves the Registry, locating it later is:	Number		Percent
	M	L/F	
Frequently difficult	0	0	0%
Sometimes difficult	5	3	100%
Rarely difficult	0	0	0%
Never difficult	0	0	0%

8 To keep track of who the file when to, when it was taken and when it was returned:	Number		Percent
	M	L/F	
The Registry keeps a register and it is up-to-date.	2	1	37.5%
The Registry keeps a register, but it is not always up-to-date.	3	2	62.5%
The Registry does not keep a register, but staff know who has a file and when it is returned.	0	0	0%
I don't know how the Registry knows where a file is once it leaves the Registry.	0	0	0%

9 When a file is returned to the registry:	Number		Percent
	M	L/F	
The file is replaced as soon as it returns.	3	0	37.5%
The file is replaced before the end of the day.	0	0	0%
The file is replaced before the end of the week.	2	3	62.5%
I am not responsible for replacing files.	0	0	0%

10 The system used for keeping records (e.g., by volume and folio number, by plot location, etc.) is:	Number		Percent
	M	L/F	
Easy to use	4	3	87.5%
Not easy to use	0	0	0%
Do not know	1	0	12.5%

11 There are enough records clerks available to handle the work:	Number		Percent
	M	L/F	
Agree strongly	0	0	0%
Agree	1	0	12.5%
Disagree	4	2	75%
Disagree strongly	0	1	12.5%
Do not know	0	0	0%

MAILO REGISTRY STAFF REPLIES

12 The following is a list of basic record keeping functions. Rate the training provided to you:										
	Good		Adequate		Not Adequate		<i>Poor</i>		No training	
	No	%	No	%	No	%	No	%	No	%
Indexing records	2	40%	0	0%	2	40%	0	0%	1	20%
Opening a new file	2	40%	1	20%	1	20%	0	0%	1	20%
Retrieving files	3	60%	0	0%	1	20%	0	0%	1	20%
Replacing files	3	60%	0	0%	1	20%	0	0%	1	20%
Tracking files once they leave the store room	1	20%	2	40%	1	20%	0	0%	1	20%
Taking a weekly file census	3	60%	0	0%	0	0%	0	0%	2	40%
Maintaining file order	2	40%	1	20%	1	20%	0	0%	1	20%
Retention of records	2	40%	0	0%	0	0%	0	0%	3	60%

LEASEHOLD/FREEHOLD REGISTRY STAFF REPLIES

12 The following is a list of basic record keeping functions. Rate the training provided to you:										
	Good		Adequate		Not Adequate		Poor		No training	
	No	%	No	%	No	%	No	%	No	%
Indexing records	1	33.3%	1	33.3%	0	0%	0	0%	1	33.3%
Opening a new file	1	33.3%	1	33.3%	1	33.3%	0	0%	0	0%
Retrieving files	3	100%	0	0%	0	0%	0	0%	0	0%
Replacing files	1	33.3%	0	0%	2	66.7%	0	0%	0	0%
Tracking files once they leave the store room	0	0%	3	100%	0	0%	0	0%	0	0%
Taking a weekly file census	0	0%	0	0%	1	33.3%	2	66.7%	0	0%
Maintaining file order	0	0%	0	0%	2	66.7%	1	33.3%	0	0%
Retention of records	1	33.3%	0	0%	1	33.3%	0	0%	1	33.3%

13 The security of the records store rooms (i.e., strong rooms) is:		Number		Percent
		M	L/F	
Good		0	0	0%
Adequate		1	0	12.5%
Not adequate		3	1	50%
Poor		1	2	37.5%
Do not know		0	0	0%

14 The records store rooms (i.e., strong rooms) are clean and tidy.		Number		Percent
		M	L/F	
Agree strongly		0	0	0%
Agree		0	0	0%
Disagree		3	1	50%
Disagree strongly		2	2	50%
Do not know		0	0	0%

15 The risk of fire in the records store rooms (i.e., strong rooms) is:	Number		Percent
	M	L/F	
Strong	2	0	25%
Somewhat strong	0	1	12.5%
Not strong	3	2	62.5%
Do not know	0	0	0%

16 If there was a fire in the records store rooms (i.e., strong rooms):	Number		Percent
	M	L/F	
I know who to call.	2	0	25%
I do not know who to call.	0	0	0%
There is a fire extinguisher near and I know how to use it.	1	1	25%
There is a fire extinguisher near, but I do not know how to use it.	2	1	37.5%
There is no fire extinguisher near.	1	0	12.5%
I do not know what to do.	0	1	12.5%

17 The risk of flood in the records store rooms (i.e., strong rooms) is:	Number		Percent
	M	L/F	
Strong	0	0	0%
Somewhat strong	0	1	12.5%
Not strong	5	1	75%
Do not know	0	1	12.5%

18 If there was a flood in the records store rooms (i.e., strong rooms):	Number		Percent
	M	L/F	
I would contact the registry supervisor.	2	1	50%
I would contact building maintenance.	0	2	25%
I would try to find the source of the flood myself and try to stop it.	1	1	25%
I would try to mop up the water.	1	1	25%
There are no supplies (e.g., mops, towels, etc.) near to stop the flood.	3	0	37.5%
I do not know what to do.	0	1	1%

Land Titling Records Rehabilitation Project: COMMODITIES LIST

The commodities listed below detail the equipment, supplies and services required to process and transfer the land title records and equip the records storage rooms for the Kampala Land Office. They do not take account of:

- Furniture, equipment and supplies required for the office staff (eg desks, chairs, additional computers and so on)
- Furniture, equipment and supplies required to rehabilitate the records storage rooms in the Mailo, Freehold and Leasehold Registries in the Ministry of Water, Lands and the Environment.

Printing and publishing costs related to the production of training materials, procedural posters, maps of Kampala plots, and the printing of the manual are not included. It is not possible to cost these items at this time as these materials are under development. Cost of refurbishing the Ministry's records storage areas is mentioned but pricing is not included.

The prices listed below do not include VAT and shipping costs, with the exception of the cost of the TRIM software and training.



= Commodities to be purchased by USAID/SPEED



= Commodities to be purchased by the GoU / KCC

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
IT Costs	Index Software (TRIM Enterprise) Customisation	ComputerLand (U) Ltd.	Customisation costs only	1	2,047.50	2,047.50	USAID/SPEED	Commission by 12/18/01
	Index Software (TRIM Enterprise)	ComputerLand (U) Ltd.	TRIM License for 2 concurrent users, annual maint. fee ² , VAT	1	7,839	7,839 ³	KCC	Required before Training/Piloting – approx March 2002
	Index Software (TRIM Enterprise)	ComputerLand (U) Ltd.	Licenses for 1 seat (Mailo) & 2 concurrent users (Lease/Freehold) + annual maintenance fee ⁴ & tax	1	15,648.75	15,648.75 ⁵	GoU	Required before Training/Piloting – approx March 2002
	Computer monitor keyboard cables tape drive	Local Supplier	TRIM will supply system specs. Price excludes VAT -delivery (3 KCC, 4 GOU)	7	1,500	10,500	GoU (4) KCC (3)	Order by 02/01/02

² GoU and KCC will need to take responsibility for the annual maintenance fee of US \$900 after completion of the project.

³ Price includes US\$5,800.00 for 2-concurrent user licenses (incl US\$900 for first year's maintenance fee); 17% VAT included on all quotations.

⁴ GoU and KCC will need to take responsibility for the annual maintenance fee of US \$900 after completion of the project.

⁵ Price includes US\$7809.75 for 1 seat user licence for Mailo (incl US\$875 for first year's maintenance fee); US\$7,839 for 2 concurrent users licence for Freehold and Leasehold (incl US\$900 for first year's maintenance fee); 17% VAT included on all quotations.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
IT Costs continued	Computer desktop security system	Local Supplier	Excluding VAT and delivery (3 for KCC, 4 for GOU)	7	50	350	GoU (4) KCC (3)	Order by 02/01/02
	HP1200 Laser Jet Printer	Local Supplier	Excluding VAT and delivery (3 for KCC, 4 for GOU)	7	600	4,200	GoU (4) KCC (3)	Order by 02/01/02
	UPS with surge protector	Local Supplier	Excluding VAT and delivery (3 for KCC, 4 for GOU)	7	300	2,100	GoU (4) KCC (3)	Order by 02/01/02
	Extension leads (grounded)	Local Supplier	Excluding VAT (3 for KCC, 4 for GOU)	7	15	105	GoU (4) KCC (3)	Order by 02/01/02
TRIM Training⁶	Training includes facilities being provided and refreshments	ComputerLand (U) Ltd.	Phase I: Pre-TRIM	For 7	2,660	7,271.55 ⁷	USAID/SPEED	To begin Feb/March 2002 (tentatively)
			Phase II TRIM	For 9	3,555			

⁶ Phase I training is for the 8 registry staff, phases II and III include up to 8 casual workers in addition to the 8 registry staff. A third option would be to contract Uganda Computing Services (UCS) to provide the initial introduction to computers and introduction to Windows training in their facility and then Contract ComputerLand (U) Ltd. to provide the TRIM training either at their own facility or at the UCS facility.

⁷ Includes 17% VAT.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Shelving	Static rolled-edge steel shelving with baked enamel finish Installation	Link 51, UK	Cost does not include VAT, shipping or insurance. Price includes labour (2 persons x 6 days), flights, hotel and subsistence ⁸	N/A	19,980	19,980 ⁹	USAID/SPEED Company needs 2-3 weeks to fill order for container – Chemonics responsible for container/s and shipping.	Order by 12/18/01
	Shelf dividers (including fixing clips)	Link 51	Heavy gauge metal	100 ¹⁰	5.80 ¹¹	580	USAID/SPEED	Order by 12/18/01
Minor Equipment Pricing provided for GOU items is based on estimates of costs from US catalogs	Hygrothermograph	Gaylord	Catalog No. A1731 Hygrothermograph 7/31 Day Drive, 13 lbs. Price does not include shipping	1 ¹²	978	978	USAID/SPEED	Order by 01/14/02 (Can be carried out by a consultant)
	Mailroom trolley	Guernsey	Catalog No.AMC-SN39800 for an example	1	250	250	USAID/SPEED	Order by 01/14/02 (If flat packed – could be brought out by a consultant – could be brought out by a consultant)
	Fire extinguishers	Local Supplier		10 ¹³	114	1,140	GoU (2) KCC (8)	Order by 01/31/02
	Typewriters	Local Supplier		4	600	2,400	GoU (2) KCC (2)	Required by June 2002

⁸ Confirm installation date when materials have cleared customs and are in storage.

⁹ Chemonics should verify with the supplier that cost includes installation. Insurance for the shipping of the materials is the responsibility of Chemonics.

¹⁰ There are 147 bays total, it is unlikely all would not be filled to capacity. In the event the project requires more, bookends could be substituted if they are tall enough.

¹¹ UK£3.95 for one full height shelf divider that can move along the shelf length left to right (UK£1 = US\$1.47)

¹² One will be placed in one of the KCC storage rooms to monitor temperature and humidity. None have been budgeted for the Ministry's land registry storage areas.

¹³ 8 fire extinguishers for KCC (1 per room) and 2 additional for the Ministry facilities.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Minor Equipment cont. See note above.	Vacuum	Local Supplier	Canister with brush attachments	2	400	800	GoU (1) KCC (1)	Order by 01/10/02
Consumables NOTE: Some items are likely to be readily available locally and/or may be covered by GoU stores or blanket agreements. Many items sourced in USA and to be purchased by SPEED can be brought over by consultants.	File covers <i>Manila board – blue – 280 GSM – sample no. 7</i>	Security Printers (1974) Limited	Excludes VAT and Shipping costs – can produce in lots. NOTE: Make sure sample they produce is in fact the one they deliver in bulk.	222,500	.27 ¹⁴ Seeking thicker card and gusseting – may raise price slightly	60,075 ¹⁵ NOTE: Confirming quotation	USAID/SPEED	Order no later than 12/18/01 (Company will need approx. 90 days to obtain card before printing.)
	Storage Boxes	Security Printers (1974) Limited	Does not include VAT and shipping. Can produce in lots.	600	3.18	1,908	USAID/SPEED	To be decided: may be able to reuse boxes from Company Registry project
	Archival tape	Conservation by Design Ltd.	Price excludes VAT and delivery.	2 x pk of 40	171 ¹⁶	342	USAID/SPEED	Order by 12/18/02
	Dust masks	Amrat Ltd (Kampala)	Excluding VAT and delivery	20 x box of 50	15 ¹⁷	300	USAID/SPEED	Order by 01/14/02
	Warehouse coats	Amrat Ltd (Kampala)	Excluding VAT and delivery	24	22.50 ¹⁸	540	USAID/SPEED	Order by 01/14/02

¹⁴ Ush 475 per 300 gsm file cover at US\$1 = Ush 1730.

¹⁵ If the file covers are purchased from Security Printer (1974) Ltd. locally, it will be necessary to purchase either integral plastic prongs or plastic treasury tags separately. The only supplier who is willing to supply the integral plastic prongs separately is Mastrom Ltd based in the UK. They quoted that 1000 prongs will cost UK£91.80 (or approximately US\$134.95/1000 prongs using a UK£1 = US\$1.47 exchange rate), thus the total cost would amount to approximately US\$30,026. It is likely a lower price can be negotiated give the bulk purchase. The alternative is to not fasten the documents to the file cover and take the risk of them falling out.

¹⁶ UK£116.50/box at UK£1 = US\$1.47

¹⁷ Ush 25,000/box at US\$ = Ush 1730.

¹⁸ Ush 39,000/coat at US\$ = Ush 1730.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Consumables continued NOTE: Some items are likely to be readily available locally and/or may be covered by GoU stores or blanket agreements. Pricing provided for GOU items is based on estimates of costs from US catalogs Many items sourced in USA and to be purchased by SPEED can be brought over by consultants.	Treasury tags – 1.5"	Fisco	Excluding tax and delivery	222,500	\$7.61/1000 tags	1,693 ¹⁹	USAID/SPEED	Order by 12/18/01
	Replacement pens - - hygrothermograph	Gaylord	Catalog FTMA	1 x pkg of 2	25	25	USAID/SPEED	Order by 01/14/02
	31 day replace Chart 4 year for hygrothermograph	Gaylord	Catalog No. 100-52FMA	1	45	45	USAID/SPEED	Order by 01/14/02
	Hole punches	Staples (but should be available from any supply store)	Hand-held single hole punch for treasury tags	10	1.50	15	USAID/SPEED	Order by 01/14/02
	Back-up tape cartridges	Local Supplier	Excluding VAT and delivery	6 x packs of 5	15	90	GoU (3) KCC (3)	Order by 01/14/02
	Laser Jet Printer cartridges	Local Supplier	Excluding VAT and delivery	6	115	690	GoU (3) KCC (3)	Order by 01/14/02
	Smoke detectors	Local Supplier	Includes 1 for each room for KCC facility and for storage rooms in the Ministry	10	10	100	GoU (2) KCC (8)	Order by 01/14/02
	Insecticide	Local Supplier	Including traps and poison as required	Will vary	See notes to far left. Estimate: 25		GoU KCC	Order by 01/14/02
	AA batteries	Local Supplier	2 are needed for the hygrothermograph	1 pk of 2	5	5	KCC	Order by 01/14/02
	Plastic bin liners	Local Supplier	Amount will vary	Will vary	See notes to far left. Estimate: 50		GoU	Order by 01/14/02
	Writing implements	Local supplier	Incl. wide permanent markers, pens, pencils, erasers and other supplies as required	Will vary	See notes to far left. Estimate: 100		GoU	Order by 01/14/02

¹⁹ A bulk order rate is being negotiated with the manufacturers, Fisco (based in UK).

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Consumables continued. See notes above.	Blank registry books	Local Supplier	Amount will vary	Will vary	See notes to far left: Estimate 150		GoU	Order by 01/04/02
	String for typing bundles	Local Supplier	Amount will vary	Will vary	See notes to far left: Estimate 200		GoU	Order by 01/04/02
	Copier paper	Local Supplier	Amount will vary	Will vary	See notes to far left. Estimate: 550		GoU	Order by 01/14/02
	Carbon paper	Local Supplier	Amount will vary	Will vary	See notes to far left. Estimate: 100		GoU	Order by 01/14/02
	Packing (ie Mailing) tape	Local Supplier	Amount will vary	Will vary	See notes to far left Estimate: 500		GoU	Order by 01/14/02
	Paint and plastering materials	Local Supplier	Amount will vary	Will vary	See notes in far left		GoU	Coordinate with processing
	Cleaning materials	Local Supplier	Incl dust cloths, brooms, brushes, towels, etc.	Will vary	See notes to far left. Estimate: 150		GoU	Order by 01/14/02
Services	Cleaning, painting and repairs to records storage area in the Ministry	Local Supplier	Repairs to leaks in ceilings, general cleaning, painting of walls, repairs to shelving and so forth.	Will vary	Cannot estimate		GoU	Coordinate with start of processing
	Moving services	Local Supplier	Reconfiguration of shelving and furniture in the records storage areas	Will vary	Cannot estimate		GoU	Coordinate with start of processing
	Copy services	Local Supplier	To make copies of processing forms as required.	Will vary	Cannot estimate		GoU	Coordinate with start of processing
	Vehicle rental	GoU may have vehicles that can be made available.	Van required to transfer processed documents.	2 days per week for # weeks	Cannot estimate		GoU	Coordinate with start of processing

NOTE: The price of file covers according to the new supplier is significantly less than the Uganda Printing and Publishing Corporation quoted (i.e., approximately US\$0.22 vs \$0.60). This quotation should be verified and confirm the quality of the covers.

The figures above do not include:

- SHIPPING AND TAXES
- SPEED consultancy and administrative costs
- Contract worker costs: 358,020/month x 16 workers for approximately 13 months (the total time required will be refined following testing).
- Land Registry permanent staff and Ministry of Public Service records staff tea and lunch money of USH5,000/each day worked (2 x permanent staff/day – 1 from Mailo and 1 from Leasehold/Freehold; 1 x MPS records staff for monitoring)

Secure storage facilities will need to be obtained to store commodities safely until they are used. Insurance for the storage of commodities should be decided between SPEED and the GoU.

TOTAL PROJECT COST: US\$ 143,842.80		
Total Cost to USAID/SPEED US\$ 96,050.05	Total Cost to MWLE US\$ 29,559.25	Total Cost to KCC US\$ 18,233.50

NOTE: The radical difference in pricing is due to the significantly lower figure for file covers quoted by Security Printers (1974) Limited. These figures will need to be verified.

USAID/SPEED Procurement Schedule Summary

December 2001	Index software customisation Static shelving File covers Archival tape Treasury tags
January 2002	Hole punches Hygrothermograph Mailroom trolley Dust masks Warehouse coats Pens for hygrothermograph Charts for hygrothermograph
February 2002	TRIM training
To be decided	Storage boxes

MWLE/KCC Procurement Schedule Summary

January 2002	TRIM Software Computer/monitor/keyboard/cables/tape drives Computer desktop security system HP1200 UPS Extension leads Kick stools Fire extinguishers Vacuum cleaner Back-up tape cartridges Smoke detectors Insecticide AA batteries Plastic bin liners Writing implements Copier paper Carbon paper Cleaning materials
To be decided	Typewriters

Supplier List

Amrat Limited
Kampala Road
PO Box 7437
Kampala
Uganda
Tel/fax: 344754

ComputerLand (U) Ltd (TRIM)
Plot 7
Poral Avenue
PO Box 24412
Kampala
Uganda
Tel. 348043/4
Fax: 348042
kmawji@starcom.co.ug

Conservation by Design Ltd
Timecare Works
5 Singer Way
Woburn Road Industrial Estate
Kempston
Bedford MK42 7AW
United Kingdom
Tel: + 44 (0)1234 853555
Fax: +44 (0) 1234 852334
<http://www.conservation-by design.co.uk>

Fisco Gasteners Ltd
Sirdar Road
Rayleigh
Essex SS6 7XF
United Kingdom
Tel: +44 (0) 1268 745421
Fax: +44 (0)1268 745467

Guernsey
Washington, DC Metro Area
Tel: 703 968 8200
Fax: 703 968 5770

Link 51 (Martin Snowdon)
P.O. Box 16
Mill Street
Brierley Hill
West Midlands
England DY5 2TB
Tel: +44 (0) 1384 472 500
Fax: +44 (0) 1384 472 597
Mobile (M Snowdon) +44 (0) 7768 810 722
E-mail: msnowdon@link51.co.uk
<http://www.link51.co.uk>

Security Printers (1974) Limited (Danny Kyobe 077 406095; deekay1ug@yahoo.com)
Plot 8 William Street (Opp. The Standard Chartered Bank)
P.O. Box 1624
Kampala, Uganda
Tel: 256 41 251 083
Fax: 256 41 533 207

FORMS TO SUPPORT THE MAILO REHABILITATION PROCESS

The following are the forms required to support the Mailo Rehabilitation Process. Where the form is entitled a 'register' a register book should be purchased with numbered pages and the columns described should be drawn in.

MAILO STATION 1 REGISTER

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

**MAILO
CERTIFICATE TO BE REPLACED
REGISTER**

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

MAILO STATION 2 REGISTER

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

MAILO MISSING INSTRUMENT SHEET

[illegible]

MAILO MISSING INSTRUMENT REGISTER

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

MAILO STATION 4 REGISTER

[illegible]**Supervisor's Name:****Signature:**

Date:

FORMS TO SUPPORT THE LEASEHOLD / FREEHOLD REHABILITATION PROCESS

The following are the forms required to support the Leasehold/Freehold Rehabilitation Process. Where the form is entitled a 'register' a register book should be purchased with numbered pages and the columns described should be drawn in.

LEASEHOLD AND FREEHOLD STATION 1 REGISTER

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

LEASEHOLD AND FREEHOLD MISSING FOLIO FORM

[illegible]

Note: to be printed on serially numbered pages

LEASEHOLD AND FREEHOLD MISSING FOLIO REGISTER

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

LEASEHOLD AND FREEHOLD STATION 2 REGISTER

[illegible]

Checked (Supervisor's Name):

Signature:

Date:

KAMPALA FOLIO REMOVAL SHEET

[illegible]

LEASEHOLD AND FREEHOLD STATION 3 REGISTER

[illegible]

Checked (Supervisor's Name):
Signature:

Date:

LEASEHOLD AND FREEHOLD STATION 4 REGISTER

[illegible]

Checked (Supervisor's Name):

Signature:

Date:

**LEASEHOLD AND FREEHOLD
STATION 5 REGISTER
KAMPALA**

Batch Number	Destination	Date Received	Initials	Date Transferred	Initials

Checked (Supervisor's Name):

Signature:

Date:

**LEASEHOLD AND FREEHOLD
STATION 5 REGISTER
MWLE**

Batch Number	Destination	Date Received	Initials	Date Transferred	Initials

Checked (Supervisor's Name):

Signature:

Date:

LEASEHOLD AND FREEHOLD TRANSFER LIST

[illegible]

I confirm that I have checked the contents of these boxes and confirm that all the contents have arrived safely:

Name:

Signature:

Date:



The Republic of Uganda
LAND TITLES REGISTRY

File Reference / Pin No.

Date File Opened

Part of

Date Title Closed or Cancelled

Indexed Under

Land Tenure Type - *cross out those that don't apply*

Freehold | Mailo | Leasehold | Sub-leasehold

Block Name.	Block No.	Plot No.	Initials
Street Name		Plot No	
Place (County-Township-Municipality-City)			
District			
Cross Reference (Unconverted Files)	File Location (Land Office Name) <i>Cross out those that don't apply</i> MWLE KLA Other:		

File Reference / PIN No.

Reference to Related Titles
(File Reference / PIN No.)



The Republic of Uganda
Ministry of Water, Lands and Environment

LAND REGISTRY

Basic Records Procedures Manual

Issued <month> 2002

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PART ONE

1.1 Introduction

1.1.1 *The National Records and Archives Act, 2001*

The National Records and Archives Act, 2001 regulates the keeping of records in the Government of Uganda. It sets down the responsibilities of the creators of public records for their proper management. Land records, for example Certificates of Title, are unlikely to become 'archival', yet the *Act* provides guidance on who has responsibility for managing records in government and how best to manage these records in the offices that create them and for as long as they must be kept.

1.1.2 *Purpose of the Manual*

The purpose of this manual is to define the standards and procedures that should be operated by all land registries. It also provides a guide for the evaluation of the security, storage procedures and storage conditions of government land information.

The procedures described apply to all records irrespective of their physical medium or format (eg paper, computer files on diskettes or tapes, microfilm and so forth).

1.1.3 *Audience*

This manual has been written for use by all central and local government officers involved in land registry work, as well as those responsible for the management of land registration offices.

1.1.4 *Training and Support*

Practical training in basic records management procedures is available and details may be obtained from the Ministry of Public Service, Records and Information Technology Department. The Department is also available to provide guidance and support where required.

1.2 The Land Registry Office

1.2.1 *What is the Purpose of the Land Registry?*

The Land Registry is an administrative unit responsible to the Ministry of Water, Land and the Environment. It is responsible for keeping and

maintaining the Land Register of Uganda. Its main purpose is to register title to land in Uganda and to record dealings once the land is registered.

The system used by the Registry is based on the Torrens System of Land registration under which the Government of Uganda is responsible for registering land ownership rights. *The Registration of Titles Act, 1924* provides the legislative framework for the Land Registry to register land related documents, which both create and terminate legal rights in property.

1.2.2 What are the Essential Records Management Duties performed in the Land Registry?

Essential records management duties include:

- Receiving land related instruments
- Receiving Certificates of Title
- Placing Certificates of Title and instruments on file
- Retrieving and replacing files
- Opening new files
- Keeping a record of file movements
- Ensuring all information is always available.

1.2.3 Why Define Land Registry Records Management Procedures?

Land registry records management procedures ensure that:

- Government land records are protected
- Records are complete, secure and accessible to authorised users
- Records can be efficiently retrieved
- Records of long-term administrative value are preserved
- Government statutory requirements are met
- Unwanted records are disposed of or transferred to a records centre or archive facility as appropriate.

1.2.4 Why Apply Land Registry Records Management Procedures?

Effective application of these procedures will:

- Enable the maximum use of information
- Improve the security of information
- Avoid duplication of work
- Avoid duplication of records.

1.3 The Management of Land Registry Records

1.3.1 *What is a Record?*

A record is defined as any item of information irrespective of its physical appearance, including:

- Certificates of Title
- Instruments
- Maps and drawings
- Forms
- Correspondence
- Reports
- Inventories
- Tables and spreadsheets.

All of these are records that the land registry is likely to create. However, the land registry is mainly responsible for managing Certificates of Title and related instruments, including some plot maps and drawings. All other administrative records should be managed with the help of the central registry.

1.3.2 *Current Records, Semi-current Records and Archives*

Current records are records regularly used to conduct the business of the land registry. These records must always be easily accessible.

Semi-current records are records that are not referred to as often as current records but are still used for their original purpose. These records must still be kept under the jurisdiction of the land registry. However, if space in the registry is an issue, they may be stored outside the main registry office (for example in a records centre).

Archives are records that are rarely looked at, but have enduring value historically. Such records should not be stored with current registry files.

PART TWO

2.1 Registry Procedures

The following registry procedures are described in this manual:

- 2.1.1 Indexing
- 2.1.2 Filing
- 2.1.3 Retrieving and replacing files
- 2.1.4 Controlling file movement
- 2.1.5 Taking a weekly file census
- 2.1.6 Maintaining file order and the index
- 2.1.7 Retention of records

<NOTE: 2.1 will need to be made more prescriptive after discussions with the Ministry of Public Service's Record and Information Technology Department (MPS RITD) and the land registry supervisor. For example, there is a need to take each of these procedures and identify the type of person (e.g., registry supervisor, records clerk and so forth) who is responsible for carrying out which procedure.>

2.1.1 Indexing

In the event a new plot is created, a new file will be opened. This procedure describes how to enter information into the index prior to filing.

Indexing provides a link between how a record is asked for and what is written on the file. In the case of land records, each Certificate of Title and its corresponding instruments should be held in one file according to the plot's location. Therefore each file should be indexed primarily under one of the following terms as appropriate:

- Block and plot number
- Street name and plot number
- Place name.

Other indexing terms include:

- Plot Identification Number
- District name
- County name.

Finally, the index should make reference to older systems used to organise records, for example the volume and folio numbering system formerly used by the Freehold and Leasehold Registries prior to 2002. It should also record the name of the land office where the record is stored.

<NOTE: The remainder of this section cannot be written until the TRIM index database is developed, tested and implemented and then the procedures can be written. Screen prints will be included to illustrate instructions.>

2.1.2 *Filing*

All land records must be filed. No loose papers should be left in the registry. This procedure describes what is involved in filing records appropriately.

- Action 1: Before filing, check that all records are in good order.
- Action 2: Ensure that all actions to be taken on the records have been completed.
- Action 3: If there is more than one sheet of paper to be filed in a file cover, ensure that the contents of the papers are in the correct chronological order.
- Action 4: Retrieve the file and place the documents on the right hand side of the file cover.

File documents daily so that no backlog builds up.

2.1.3 *Retrieving and Replacing Files*

Officers and members of the public will often request that a file is brought to them to answer a question or to help with the completion of a transaction. It is the responsibility of the records staff to ensure compliance with this request. This procedure provides guidance on retrieving files and, more importantly, ensuring that files are replaced correctly.

All requests for files to be retrieved should be recorded. A desk diary may be used for reference. Where no desk diaries are available a form filed in chronological order can be used. Regardless of the method used, the following information should be recorded:

- Date and time of request for file
- File number
- Name of requester
- Date and time file is retrieved.

The following is an example of a desk diary:

Month			
Date/Time of Request	File Number	Name of Requester	Date/Time of Retrieval

<NOTE: After the TRIM system is in place, it needs to be verified whether the system will replace the need for a desk diary on a day-to-day basis. Regardless, however, these instructions will remain as manual back-up procedures should the system go down for any reason.>

All files that are retrieved must also be replaced correctly. It is very important that a file be put away in its appropriate place. In the case of land records, all files are in sequential order either according to their plot location or, for older Freehold or Leasehold records, according to volume and folio number order. Once a file is replaced a line should strike out the entry in the desk diary.

<NOTE FOR DISCUSSION WITH MPS RITD AND THE LAND REGISTRY SUPERVISOR: Is there value in considering implementing a library 'replacement card' system (i.e., you leave a card (with the details of the file on it) on the shelf to mark where you have removed a file and then change the record on the computer when the file is returned to the shelf and the card returned to the main desk (ie you have to match up the returned card with the computer record). This might be an effective way of enforcing discipline in ensuring that the files really are being shelved.>

2.1.4 Controlling File Movement

This procedure describes the circumstances in which a land record file may be removed from the records storage area and how its movement should be tracked.

Land records should never leave the land office. However, a file might leave the registry's records storage area for the following reasons:

- If it is sent to an officer for action
- If an officer requests a file
- If a member of the public requests to see a file.

No file should leave the registry's records storage area until it has been booked out using the TRIM system. All file movements should be under the control of the records staff.

<NOTE: The remainder of this section cannot be written until the TRIM system is developed, tested and implemented and then the procedures can be written.>

2.1.5 Taking a Weekly File Census

Taking a weekly file census allows the registry to be aware of the location of all files within its jurisdiction. This procedure describes how registry staff should carry out a weekly census.

A designated senior member of the records staff should visit the records storage areas on a weekly basis.

He/she should make a note of all the files left in the processing offices.

The list should be checked against the desk diary that lists all records retrieved and indicates when that they have been replaced by striking out the entry. <NOTE: unless the TRIM system negates the use of the desk diary, and, if so, then amend this procedure>

The following gives an example of the headings found on a file census form.

Date	
File Number	Location/Name of Officer

2.1.6 Maintaining File Order and Index

It might not be possible to check all the shelves every day, particularly in larger Registries. However, a section should be identified for checking each day. This procedure explains this process. Guidance on maintaining an accurate index to the records is also included.

Maintaining File Order

Files should be returned to the shelves daily.

Registry staff should, as a matter of daily routine, check the order of the files on the shelves. This is called 'shelf reading'. Depending upon the size of the registry, this might involve checking all the shelves or a section of the shelves every day. If checking a section, a programme should be put in place that divides the registry in to sections numbered 1, 2, 3 and so on. Then each day a different section is checked until the entire registry has been inspected before starting over again. The purpose is to ensure that registry staff are satisfied that all files have been checked for good order on average once a week.

Maintaining the TRIM Index

The maintenance of the index in good order is vital to the smooth working of the registry. A section of the index should be checked daily to ensure that data is being entered properly and consistently.

<NOTE: The remainder of this section cannot be written until the TRIM system is developed, tested and implemented and then the procedures can be written.>

2.1.7 Retention of Records

Records 'retention' refers to the process of documenting a record's value in terms of the length of time it has to be retained. In simple terms a records retention schedule is a list of records for which predetermined destruction dates have been established. Such schedules are often referred to as records schedules, disposition schedules, and even retention and disposition schedules. All the terms are interchangeable.

By establishing a records schedule, the organisation ensures that record keeping laws and guidance are adhered to and that administrative needs are met. Scheduling has three broad objectives:

- prompt disposal of records whose retention period has ended
- storage of records, which must be temporarily retained after they are no longer needed in current business
- preservation of records that have long-term value.

The majority of land records are kept for long-term (ie 'permanent') retention.

The Ministry of Public Service's Records and Information Technology Department has responsibility for working with the Ministry of Water, Land and the Environment to establish records retention schedules for land records, among other types of records.

Once a schedule has been developed it must be monitored regularly to see that:

- retention periods are still realistic in light of experience
- records no longer in existence are removed from the schedule
- new types of records created are added to the schedule.

The Records and Information Technology Department can provide copies of records schedules, as well as guidance and support for implementing and monitoring them. The land registry supervisor should seek to build a relationship with this department.

PART THREE

3.1 Maintaining a Secure and Controlled Records Storage Environment

3.1.1 Security

Records must not be lost through accident, theft or bad registry management. It is essential to take all necessary measures to protect records from unauthorised access. However, security measures should not inhibit the efficient use of information.

Staff awareness is the best prevention. All staff should be trained to look for trouble spots and irregularities and to report them to the registry supervisor.

<NOTE: Following discussions with the Records and Information Technology Department and the land registry supervisor, this section will suggest likely positions that should be assigned responsibility for the tasks described below.>

Security precautions for buildings, equipment and personnel should include the following:

General Security

- locate records storage areas out of sight of the public
- develop a 'lock up procedure'. For example, assign a staff member responsibility for locking windows and doors at closing time, including locking all rooms that contain computers
- install automatic security alarms where possible
- ensure strict supervision of non-staff who enter the building, including cleaners and maintenance workers; no members of the public should be permitted into the records storage areas
- check that all vents and ducts are secure.

Entrances

- use break-resistant materials for doors
- install dead bolts or sequential combination push-button locks
- ensure door hinges are on the inside
- check that door locks are difficult to pick or damage
- improve control of emergency exits
- monitor that members of the public cannot enter or exit undetected
- reinforce door frames
- reinforce exposed door hinges.

Locks and Keys

- impose strict controls on all building keys, with locks changed when keys are lost
- mark keys 'do not duplicate'
- use a multi-level master key system.

Windows

- install bars or toughened glass on ground floor windows (ensuring bars or grills can be opened in case of a fire)
- use break-resistant glass where available
- ensure all windows have security locks.

Computers

- limited access to computerised systems, either by the use of passwords or, with personal computers, power locks
- surge protectors and auxiliary generators, where possible, for computers
- control of static electricity near computers
- extreme care should be taken when handling any floppy or hard disks, or magnetic tapes (see Section 3.3).

<NOTE: MPS RITD will need to advise whether this contradicts any government security regulations.>

3.1.2 Environmental Controls

The records storage facility should take account of the requirements for adequate climate control, pest control furnishing and equipment and fire and disaster prevention for the storage of records.

Most importantly the storage areas must be kept clean. The land registry supervisor should ensure that a routine program of dusting and cleaning is in place and supervise staff responsible for the maintenance of the records storage facilities. Dust cloths, brooms and other cleaning materials should be purchased and kept nearby.

Climate Control

- the room must provide for adequate air flow²⁰ (the location of vents should be checked and regular efforts should be made to ensure they are never blocked)
- fans should be installed to improve air flow
- the room should be monitored for temperature and RH changes (a hygrothermograph and thermometer should be purchased at minimum).

²⁰ Basements should never be used to store records, as there is poor air circulation and a risk of damage from dampness.

The 'ideal' temperature to store paper is between 13°C – 18°C, with a relative humidity between 55 and 65%; this may be unachievable, but effort should be made to keep temperatures and humidity as low as possible

- blinds/shades should cover windows during periods of direct light (someone should be assigned responsibility for closing and opening blinds/shades)
- where possible records should be located away from direct light.

Pest control

- if storage facilities are located on the ground floor, plants should be minimally 18" from the building
- food should be prohibited from being eaten in the storage areas
- insect traps should be purchased and a regular program of pest inspection developed.

Furnishing and Equipment

- shelving should be made of steel, ideally with a baked enamel finish. The bottom shelf should be located no less than 4 inches off the ground, to prevent records be damaged by mopping of floors
- good quality file covers should be used
- trolleys should be used to move large quantities of records
- moveable kick stool and step ladders should be available to help staff remove and replace files
- permanent wide tip black markers for writing file numbers on covers should be available to staff.

Fire and disaster prevention

- fire extinguishers should be mounted in accessible places and staff trained in their use
- fire extinguishers should be inspected regularly by the fire department
- fire detectors should be purchased, installed and checked regularly
- electrical wiring should be checked
- records should not be located below or adjacent to sinks, restrooms and other water sources (including pipes)

3.2 Care and Handling of Paper Records

It is necessary to handle paper records and files with care to prolong their usefulness.

Cleanliness should be enforced in the records storage areas. Hands should be clean. Food, drink and smoking materials should not be permitted. Not

only can these items damage records, but they will also attract insects and other pests.

Damaged or deteriorating records or file covers should be brought to the attention of the registry supervisor. Sticky tape should never be used on records or file covers.

Records should be fastened securely to the file covers. Treasury tags or plastic grips are recommended. Stapling documents to each other or to the file cover is not advised. Moreover, paper clips are not secure and can tear or otherwise damage records. Furthermore, metal paper clips will rust. Rubber bands should also be avoided because they bend or rip pages and covers. In addition, they rot over time and leave a sticky acidic residue.

Records should be placed neatly in file covers to prevent ends from protruding outside the file cover. Some Certificates of Title are not standard size, care should be taken to not bend, tear or crush Certificates that do protrude from the file cover.

Files should be placed on shelves with the fold of the cover resting on the shelf. Book ends should be used to hold files upright on shelves that are not full. Where possible, file covers should not be allowed to bend or slide at an angle, this will cause the paper and the cover to curl.

Files should not be packed onto shelves so tightly that it is difficult to remove them. Should a shelf become too full, the files will need to be shifted in an orderly fashion to make sufficient room for them to be easily retrieved.

When moving stacks of files, use a cart to prevent them from being dropped or crushed during carrying.

When photocopying documents, place them flat on the copying glass and take care that they do not fall onto the floor when lifting the lid of the copier. Documents should not be placed in an automatic feeder as this runs the risk of them becoming torn or otherwise damaged.

3.3 Maintaining the Computerised Index to the Land Records

3.3.1 *Backing-up the Index*

A regular programme of backing up the computerized index to the land records should be established.

<The back-up procedures section cannot be written until the TRIM system is developed, tested and implemented and then the procedures can be written.>

3.3.2 *Handling magnetic media*

Care should be taken when handling and storing magnetic tapes and diskettes. High temperatures, water, friction and magnetic fields can damage tapes causing loss of data. The follow are some basic guidance on caring for and handling back-up tapes and diskettes:

- do not touch the tape with your fingers or break apart the diskette casing
- never force a tape or diskette into the slot of a tape or disk drive
- do not reuse old tapes whose environmental history is unknown
- mark tapes and diskettes clearly to track what is recorded on them and when
- never place another object on top of a tape or diskette
- always store tapes or diskettes vertically in an enclosed, dust-free container
- always replace tapes and diskettes into this container after use
- do not leave tapes or diskettes in a hot place, such as in direct sunlight
- do not place tapes or diskettes near a magnetic field like those found near electric motors or some older telephones
- back-up tapes of the index should be stored in a secure safe
- if re-using a diskette, always test for viruses.

PART FOUR

4.1 Glossary of Terms

Access point	The terms used by the index to aid retrieval of records (e.g., block number, plot number, county name and so on).
Archival records	Records that have enduring value historically. Such records should not be stored with current registry files.
Back-up	To copy a computer file or collection of files to a second medium, usually on a diskette or magnetic tape, so that the data are safe in case the original file is damaged or lost. Backups are usually kept separately from the original.
Certificate of Title	<RICK GAYNOR to provide authoritative definition>
Current records	Records regularly used to conduct the business of the land registry. These records must always be easily accessible.
Data	The pieces of information entered into a field in the index (e.g., block number).
Data entry	The process of entering data into the index.
Database	The software application that manages the index and its data.
Disaster plan	A comprehensive plan for the prevention of, and recovery from, disasters that commonly befall organisations.
File (paper)	An organized physical assembly (usually within a folder) of documents grouped together for current use and/or because they relate to the same subject, activity or transaction.
File census	A listing of the location of all files within a registry's jurisdiction.
File cover	The paper folder used to protect records.
Index	Individual file covers are given a file number or name. An index is a listing of these file numbers or names and other relevant information needed to retrieve a file.
Instrument	<RICK GAYNOR to provide authoritative definition>
Inventory	A listing of all the files created and kept by a registry.
Land registration	<RICK GAYNOR to provide authoritative definition>
Movement	The transfer of a file from one location to another (e.g., from the records storage area to an action officer and then back to

	the records storage area to an action officer and then back to the storage area).
Preservation	The environmental controls, materials, processes, techniques and security issues required to house and keep records over time.
Record	According to the Archives Act a record is 'recorded information regardless of form or medium created, received and maintained by any institution or individual under its legal obligations or in the transaction of its business and providing evidence of the performance of those obligations or that business.'
Record keeping	The process of creating and maintaining complete and accurate records of organisational activities.
Records schedule	A list of records for which predetermined destruction dates have been established. Such schedules are often referred to as records schedules, disposition schedules, and even retention and disposition schedules. All the terms are interchangeable.
Records Storage Area	The place where current records are managed or maintained.
Retention period	The period of time during which records must be kept before they are destroyed or archives.
Safe	A fire proof and/or burglar proof container of metal or concrete used for secure storage.
Semi-current record	Records that are not referred to as often as current records but are still used for their original purpose. These records must still be kept under the jurisdiction of the land registry. However, if space in the registry is an issue, they may be stored outside the main registry office (for example in a records centre).
Shelf reading	Method by which the order of files are checked on a weekly basis in the registry.